

# Implementation Plan 2025

Presented to Council, 16 December 2024

Strategic Plan approved by Council, 21 February 2022



## Vision

To extend the public recognition, the development and the sustainability of croquet as a sport and a recreational activity for people of all ages and abilities.

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026				
Capability/ sport development	Support the growth of all forms of mallet sports.  Grow croquet as a sport as well as a recreational activity.	Run tournaments and other competitive activities. <b>T and F*</b>	<p>Participation in competition year April 2021/ April 2022</p> <p>GC 791 – 2% increase = 16 AC 190 – 2% increase = 4</p> <p><i>No information for year to April 2023.</i></p> <p>Year to 20 Jan 2024</p> <p>GC 987 AC 202</p> <p><b>Year 2024 Target</b></p> <p>GC 1007 (+20) AC 206 (+4)</p> <p><b>Actuals</b></p> <p>GC 1099 – GOAL ACHIEVED AC 191 – NOT ACHIEVED</p>	<p>ACTIVITY: Player Development program continues to provide experience for players.</p> <p>TARGET: Increase by at least 2% of start number by end of each year</p> <p>2025 ACTIVITY: Develop pathway for players to transition from Novice to Developing workshops in 2026.</p> <p>2025 OUTCOME: Plan for implementation.</p> <p>ACTIVITY: survey current members re interests and desire for training.</p> <p>Draft survey was piloted with Directors, December 2024.</p> <p>OUTCOME: Quantify and plan to provide for spread of members' interests.</p>	More people competing in tournaments for each code – at least 10% increase by end of 2026, more in Gateball and Ricochet				
		Maintain networks of qualified officials: (1) Coaches <b>Coordinator</b>	<p>New coaches accredited in 2024 [target 6 new Level 3 GC]:</p> <p>GC 19 – 1 level 2, 3 level 3 AC 4 – all level 2 RC 0 GB 1 – 2P</p> <p>New Presenter/Assessor coaches accredited in 2024: 1 in GB. 3 in whole state, only 1 of them travelling beyond local area.</p>	<p>2025 ACTIVITY: upgrade current coaches to next level and train new coaches.</p> <p>2025 OUTCOMES: 6 new level 3 coaches, with some as presenter/assessors (only).</p> <p>2025 ACTIVITY: Give level 2 coaches experience in presenting workshop activities at VCC social days.</p> <p>2025 OUTCOME: 8?</p>	Active networks of coaches, referees and tournament managers across Croquet Victoria				
		Maintain networks of qualified officials: (2) Referees Responsibility: Coordinators	<p>New referees</p> <table border="1"> <thead> <tr> <th></th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>GC</td> <td>4</td> <td>1</td> </tr> </tbody> </table> <p>In 2024 3 more attempted; 2 will retry 2025. Additionally 10 have attended</p>		2023	2024	GC	4	1
	2023	2024							
GC	4	1							

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026																					
			<p>online courses and may seek accreditation; 7 are attending Gippsland course.</p> <table border="1"> <tr> <td>AC</td> <td>0</td> <td>0</td> </tr> </table> <p>New referee tutors</p> <table border="1"> <tr> <td></td> <td>2023</td> <td>2024</td> </tr> <tr> <td>GC</td> <td>1</td> <td>0</td> </tr> <tr> <td>AC</td> <td>0</td> <td>0</td> </tr> </table> <p>New referee examiners</p> <table border="1"> <tr> <td></td> <td>2023</td> <td>2024</td> </tr> <tr> <td>GC</td> <td>2</td> <td>0</td> </tr> <tr> <td>AC</td> <td>0</td> <td>0</td> </tr> </table> <p><i>AC refereeing: list is in process of being updated. 18 referees are identified as having been refreshed in the Version 7 Laws.</i></p>	AC	0	0		2023	2024	GC	1	0	AC	0	0		2023	2024	GC	2	0	AC	0	0	<p><b>court training. On-court training continuing in Gippsland.</b></p> <p><b>OUTCOME: 12 new GC referees.</b></p> <p>ACTIVITY: Update AC referee database. Set target for AC refs by end 25. <b>Target to be set.</b></p> <p><b>ACTIVITY 2025: Training in on-court umpiring for AC players and prospective umpires. To be delivered locally under TMA funding.</b></p> <p><b>Outcome: 12 new or refreshed umpires in three regions. Target to be monitored during year.</b></p> <p><b>ACTIVITY 2025: Begin developing online networks for coaches and referees.</b></p> <p><b>OUTCOME: xx active participants. Needs leader.</b></p>	
AC	0	0																								
	2023	2024																								
GC	1	0																								
AC	0	0																								
	2023	2024																								
GC	2	0																								
AC	0	0																								
		Maintain networks of qualified officials: (3) Tournament Managers	Croquet Australia tournament managers working group has resumed work.	Work to continue.																						
		Maintain networks of qualified officials: (4) Handicapper	<p>ACTIVITY: Run workshops for handicappers.</p> <p>TARGET: 22 participants. <b>TMA Objective 3, 23/24. ACHIEVED.</b></p> <p>Handicapper workshops held at Maldon (15) Charlton (8), Ballarat Alexandra (8), Brighton (9).</p>	<p><b>Activity 2025: 5 local briefing sessions held for 50 handicappers at club level.</b></p> <p><b>OUTCOME: More effective use of the handicapping system.</b></p>																						

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
Capability / sport		Develop training pathways for officials (eg referees, coaches, tournament managers, handicappers). <b>SPISC - TMA funded</b>	Coaches assisting with PDP workshops: 2 at Mooroopna, 2 at Warrnambool, 2 at RnB (all GC), 1 at Kew (AC).	<p><b>ACTIVITY:</b> Training for coaches in TMA workshops.</p> <p><b>OUTCOME:</b> 3 coaches trained. <b>TMA Objective 1, 23/24.</b></p> <p>Otherwise waiting on activity by Croquet Australia.</p> <p><b>ACTION:</b> Coordinator Coaching, in consultation with SPISC and others interested, to use accreditation schedule to prepare two-year plan for coach re-accreditation and development in all codes. [Carried forward from 2024.]</p> <p><b>OUTCOME:</b> Plan to be implemented from Oct 2025.</p>	
	Support the growth of all forms of mallet sports.	Determine options and optimal strategies in relation to VCC as state / national/ international sporting facility, and their implications for other activities. <b>Council</b>	Draft options paper presented to December 2023 Council meeting. <b>ACTIVITY 2024:</b> Discussion of options paper. <b>OUTCOME:</b> General meeting of Regional delegates decided unanimously to retain VCC and develop a five year Business Plan.	<b>ACTIVITY:</b> Discussion and finalisation of Business Plan. Targets to be nominated in Business Plan. See Governance / Management.	Decision taken to retain VCC and develop a five year Business Plan.
	Grow croquet as a sport as well as a recreational activity.	Coordinators of GC, AC, Ricochet and Gateball to prepare plans for growing participation in their code <b>Coordinators</b>	<b>Ricochet:</b> coaching workshops held at 3 clubs. Howlong, Wodonga and Hamilton. Ricochet workshops at 2 VCC fun days. <b>Gateball:</b> workshops at 2 VCC fun days. <b>Other workshops?</b> GC, AC: no coordinator	Discussion with Coordinators – to come. Subject to appointment to these positions.	
	Support the growth of all forms of mallet sports.	Implement national coach development project. <b>Coordinator Coaching</b>	See above for number of new coaches and referees. 90 accredited coaches at end 2024, including GC 72, AC 25, Ric 3, GB 6. Some have multiple accreditations. 38 clubs have at least one coach in any code.	<b>ACTIVITY:</b> Resolve issue in coaching system: competition between codes at clubs with multiple codes. Level 1 Ric and Level 1 GC teach similar strokes. AC coach different.	Each club has at least one coach and one referee in each of the codes where they have a number of players.

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
	Grow croquet as a sport as well as a recreational activity.		<p><i>Every region has at least one current GC referee. All AC referees need updating.</i></p> <p>Even considering only clubs with at least 5 players in a code, there is still some way to go.</p>	<p><i>Refer to National Coordinator Coaching when appointed.</i></p>	
		<p>Develop player pathways from Novice to Advanced. Run player development training sessions around state. <b>SPISC - TMA funded</b></p>	<p><b>Workshops and participants (TMA-funded) - 2024</b></p> <p>TARGET: 4 by 30 June - achieved. <b>TMA Objective 2, 23/24.</b></p> <p>Novice GC: Mooroopna (3;16 participants); RnB (3; 12 participants). Developing GC: Mildura (3; 19); Brighton (1, 20);Rich River (1, 11) Novice AC: Kew (3; 21). Developing AC: Warrnambool (1; 23)</p>	<p><b>2025 ACTIVITY Run further Player Development workshops.</b></p> <p><b>2025:</b></p> <p><b>Complete Rich River 2, Brighton 2.</b></p> <p><b>GC Beechworth 3, Horsham 3, ?Brunswick 3.</b></p> <p><b>AC: ?Phillip Island, Eastern Park 3.</b></p> <p><b>Further rounds to be advertised.</b></p>	
		<p>Follow through tournament manager training. <b>Chair, T&amp;F</b></p>		<p><i>Croquet Australia working group has been dormant, just resumed.</i></p>	
		<p>Set 2026 targets for numbers of trained officials <b>State Coordinators, Chair T&amp;F</b></p>		<p><i>Initiate discussion in 2025.</i></p>	
		<p>Encourage round robin competitions: between / within professions; <b>Clubs</b></p>		<p><i>ACTIVITY: Start conversation: pilot Corporate Cup.</i></p>	

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		Pilot		<i>OUTCOME: Two areas conduct pilot.</i>	
		Follow-up			
		<p style="text-align: center;">between schools <b>Coord Under 21s with clubs and regions</b></p>	<p>32 clubs, at least one in every region, reported they intended to run activities with local schools in 2023.</p> <p>Update 2024; 38 clubs reported plans or commitments to work with schools.</p> <p>Outcomes to be followed up.</p>	<p><b>ACTIVITY: Identify new coordinator. Discuss options with club coordinators.</b></p> <p><b>Check 2025 club survey responses at end of March.</b></p> <p><b>OUTCOME: 3 local competitions.</b></p>	

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
Governance/management	Maintain commitment to good governance	Manage finances, budget, investment account. <b>Council</b>	Participating in national Game Plan self-assessment. Finance outcomes excellent.	ACTIVITY: Participate in Game Plan (includes finance module). ACTIVITY: Migrate from MYOB to Xero. OUTCOME: Simpler and cheaper maintenance of financial records.	
		Maintain and update database and website <b>Executive, Webmaster</b>	Council has decided to implement RevSport – new provider adopted by Croquet Australia.	ACTIVITY: Prepare and implement migration to RevSport. OUTCOME: Modern flexible website.	
		Manage compliance with regulatory requirements. <b>Executive</b>	Risk matrix developed and endorsed. Responsibility for managing risks allocated. Risk Coordination sub-committee agreed in principle. Application for ARBN approved by ASIC. Directors in process of acquiring Director ID.	Monitor compliance calendar. Check risk policy. Establish Risk Coordination committee.	
		Continue to report against implementation targets. Review progress on strategic plan regularly. <b>SPISC</b>	Committee has met 12 times and continues to monitor plan and report to Council. Detailed reports in February and December.	Monthly meetings and periodic reports to continue.	
		Stakeholder engagement with Croquet Australia, other state associations <b>Officers</b>	Regular meetings of state association chairs/ Croquet Australia CEO	Meetings to continue.	

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		Review constitution at 3 – 5 year intervals. <b>Secretary</b>	New constitution review committee appointed. Due to meet Monday 2 Dec.	ACTIVITY: Work in progress.	
			ACTIVITY: Repeat 2021 Council self-assessment.  OUTCOME: Propose further targets for Council improvement based on results of self-assessment. <b>TMA Objective 6 (KPI 7) 23/24.</b>  Council self-assessment repeated. Now participating in national Game Plan self-assessment process. Governance improvement plan developed.	<b>Working group has nominated areas for improving governance: review and embed Code of Conduct; develop Diversity Equity and Inclusion policy and goals.</b>	
		Fund Council and committees; provide governance training. <b>President</b>	ACTIVITY: Directors to complete training module re workplace bullying.  Including new Directors 16 of the 20 current Directors had documented completion at end of 2024.  Directors Portal established.  Annual skills assessment process established. New format on Director portal.	ACTIVITY: Ongoing commitment to training re workplace bullying.  ACTIVITY: Recommend Sport Aus training to Region and Club elected officers.  OUTCOME: 15% participate. <b>TMA Objective 6 (KPI 8), 23/24.</b>  Directors to complete Skills Assessment; * [Existing Directors] early in the calendar year, to inform recruitment to Council in June * [New Directors] in June / July following appointment.	
			Support provided for Club secretaries via 5 Zoom meetings. 52 individuals participated.	ACTIVITY: Continue to build network of club secretaries.  OUTCOME: Self-managing group. Target of 20 secretaries contributing. <b>TMA Objective 5, 23/24.</b>	



Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		Upskill Directors in technology. <b>CoM</b>			
		Increase the number of women on Council. Implement Directors' portfolios. <b>Council</b>	60% Council members are currently women.  Nominations Committee has started work.  All current Directors are actively engaged with work of Council via a subcommittee, working group or other activity. 22 other members are also involved in subcommittees etc.	<b>ACTIVITY: revisit sub-committee and working group membership following Skills Audit</b>  <b>OUTCOME: Engage more women from outside Council. Support succession planning.</b>	
		Investigate employment of a Sport Development Officer. <b>President</b>	Funding secured for a part-time organiser for 3 years. Collaboration with Croquet Australia unsuccessful. 2024 funding used to source external expertise [lawns project, webmaster].	<b>2025: Investigating new possibilities for joint appointments (Vicsport, Croquet Australia / State Associations)</b>	
	Support and develop leadership and effective and inclusive governance.	Establish a succession plan for Council, including tackling gaps in skills and knowledge <b>President and Secretary</b>	ACTIVITY: Conduct and discuss Skills Audit.  OUTCOME: In progress.  Redraft of Constitution to re-start. New Working Group established.  Under current Constitution regions acknowledge and act to fill recognised gaps in skills and knowledge.  Nominations Committee established	<b>Refer to constitution Working Group.</b>  <b>Nominations Committee has begun work. To consult with regions re succession to key roles starting with Treasurer.</b>	Effective processes for succession planning and mix of skills on Council  Gaps in skills or knowledge identified and tackled  Training, mentoring available to new Council members.
			Develop support system for State Coordinators <b>CoM</b>	No progress	

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		<p>Monitor and develop compliance arrangements. <b>CoM</b></p>	<p>Child Safe policy updated in line with Victorian Child Safe standards. Resources developed. Clubs and regions advised to appoint Child Safe Champions. Initial zoom meetings of Child Safe Champions and club representatives.</p> <p>ACTIVITY: Support initial implementation of Child Safe policy. Prioritise the 40 clubs working with schools/ clubs with junior members.</p> <p>OUTCOME: 20% of clubs with Child Safe Champion. <b>TMA Objective 4, 23/24. ACHIEVED.</b> Note that all coaches are already required to hold valid WWCC.</p> <p>SPISC has initiated discussion of pilot contact with local indigenous grouping (SWCA Director); one club has provided info on their approach to inclusion (RnB).</p> <p>ACTIVITY: Nine more clubs welcoming members with disability identified; to be listed on AAA. Two investigating.</p> <p>OUTCOME: More inclusion.</p> <p>Complaints procedures reviewed in light of National Integrity Framework. Constitutional amendment prepared following legal advice. On agenda for SGM, December. Working group checking action required at club and regional level.</p>	<p><i>Proposed new target of 50% clubs with Child Safe Champion &amp; minimum requirements (3 members with WWCC, agreed Code of Conduct, Child Safe policy). Update Declaration.</i></p> <p><i>OUTCOME: Clubs better prepared for children to attend / engage.</i></p> <p><i>ACTIVITY: Investigate participation in croquet by members at clubs catering for disabilities.</i></p>	

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		Statewide, support facility upgrade and renewal; ground upgrade and renewal. <b>Council and regions</b>	Club survey analysed. \$ allocated. Working group designated and ToR endorsed. Consultants engaged. ACTIVITY: Soil tests and reports done as requested by 34 clubs. OUTCOME: Improved planning and potentially better turf surface for some clubs.	2025: Follow up outcomes of testing at club level. Further soil tests if requested. Develop recommended routine for soil testing in the future.	
Membership / recruitment / participation	Build membership and participation	Annually update data on club facilities. <b>Sec and clubs</b>	ACTIVITY: request clubs to complete annual survey. OUTCOME: 97% of clubs (84) responded in 2024.	ACTIVITY: All clubs to respond to annual survey. OUTCOME: Comprehensive information on club activity.	
		Measure participation rates <b>Sec and clubs</b>	More members 2021 Jun 2805 2023 Dec 2981 2024 Nov 3033  More visitors 2021 survey 3430 2023 survey 3993 2024 survey 5233  More young players NOT ACHIEVED 2021 survey 12 clubs with juniors 2023 survey 8 clubs with juniors 2024 survey 11 clubs with 21 juniors  More working age people 2021 survey 54 clubs showed increase CHECK 2023 survey 56 clubs showed increase CHECK 2024 survey XX clubs - KP  37% of new members responding to 2022/23 survey were under retirement age. UPDATE for 2024 KP. ACTIVITY: request clubs to complete annual survey.	ACTIVITY: Reports on facebook, web, Mallet News. Periodic reporting-back on issues and discussion between Regional Directors. ACTIVITY: Collect more specific data about inclusivity and engagement with schools. OUTCOME: Encourage communication between active clubs and other interested clubs. ACTIVITY: request clubs to complete annual survey. OUTCOME: reliable data on club activity.	300 more members; 600 more non-member participants.  More young players. 50% of clubs to have members under 21.  More working people playing: 50% of clubs to have working aged people playing.

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
			OUTCOME: 97% of clubs (84) responded in 2024.		
		Consider options for strengthening and / or consolidating clubs. <b>Regional Directors</b>	Action 2024: Meetings of club secretaries; meetings of publicity officers; publicity newsletter; Child Safe support. Assistance with lawn maintenance via testing program.		
		Continue to provide opportunities for state level competition and social play for non-elite players. <b>T&amp;F and clubs</b>	Being actively supported by T&F. Improved participation in State GC Handicap Doubles. No change. 2023: 14 pairs 2024: 14 pairs	ACTIVITY: T&F is organising social days at VCC (Carnival of Croquet, <Fun> Weekend). Encourage clubs to book buses and bring groups. TandF to provide clubs with info on bus bookings.  Continue to monitor engagement with different demographic groups.	
		More participants in come and try events, inc. involvement of community groups. <b>MandP, clubs</b>	MandP have circulated a new poster. Will be developing a family-oriented flyer.	Updated Visitor column in club survey. Now includes come and try, excludes affiliated members. School children counted separately.	
		Annual Try Croquet Day; opportunities for social participation. <b>MandP</b>	Visitor numbers up from 4000 in 2023 up to 5000+ in 2024.	MandP to continue to support come and try. Personal injury for up to 6 visits to be included in Croquet Australia insurance package. OUTCOME: More external participants	
		Develop roadmap to support clubs in recovering from COVID <b>SPISC with Coordinators</b>	No longer relevant?		

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		Introduce a new-member survey via the President's welcome letter.	<p>ACTIVITY: letter updated and QR code provided in hard copy letter to improve response rate. Questions reviewed.</p> <p>OUTCOMES: understand reasons for joining. Reasons mainly social. Most new members have previously played a sport. Consistently more interest in social play than competition.</p>	Ongoing analysis of new member data and response rates.	
Membership / recruitment / participation	Extend the demographics of participants in croquet	Support continued development of school based programs. Encourage clubs / regions to engage with schools, develop junior programs. <b>Coord U21s</b>	<p>38 clubs aiming to engage with schools (up from 35). 4 participants in national GC Under 21 competition.</p> <p>ACTIVITY: Inter-school competitions in 2 regions. Conducted at Euroa for GVCA.</p> <p>ACTIVITY: Coaching day for juniors. 7 attended from 4 clubs.</p> <p>ACTIVITY: Encourage interested juniors to sign up and compete in 2025 nationals in Victoria. (Seven competed in Jan 2025.)</p> <p>OUTCOME: Moving towards a squad of young members.</p>		
		Support clubs in recruiting participants from under-represented groups; family memberships; extended hours when facilities are used. <b>Appointed officers; clubs</b>		For discussion with project coordinator. NOT TACKLED – no coordinator.	Active State Under 21 Youth Squad

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		Help clubs to engage with LGAs, allied health practitioners; plan recruitment. <b>SPISC</b>		<i>Follow up via local Corporate Cup activities (see above).</i>	
		Engage with LGAs re development of new clubs. New court development in Eastern Metro, SE Metro, NDCA <b>SPISC</b>		<a href="#">Agenda for 2025</a>	
		Support development of a regional facility via conversations with Cardinia, Casey; new clubs via conversations with Whittlesea, Wyndham, Hume, Geelong/Surf Coast, Melton. <b>CoM; Clubs; Regions</b>		<i>ACTIVITY: Whittlesea come and try.</i> <i>Check future plans with Mallacoota. Secretary.</i>	
		Work with Croquet Australia to document use and impact of lighting. <b>SPISC</b>	Inclusion in Australian Standards system not finalised. MCC asked to evaluate their use of lighting [went off courts for renovation].	<b>ACTIVITY: MCC (and ?Kew) to evaluate use and impact of lighting once courts are back in use after major rebuild.</b> <b>OUTCOME: Check these experiences with other clubs with lights (see club survey).</b>	

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		Lighting provision initially in metro clubs; lighting plan by 2025. Develop relevant competition structures. <b>CoM SPISC</b>			
		Improve recording of demographics in member database. <b>Sec</b>	Response rates: 2023 No response from 11 (inc 2 new) 2024 No response from 3 Info on gender provided by: 2023 All responding clubs 2024 All responding clubs Age estimates provided by: 2021 All but 12 responding clubs 2023 All but 4 responding clubs 2024 All but 4 responding clubs	<i>ACTIVITY: Encourage clubs to complete demographic section of club survey.</i>  <i>OUTCOME: Increased proportion of clubs responding to demographic questions.</i>	Better demographic information to support grant applications.
		Manage building defects (VCC), maintain courts; manage functions; manage staff (if required) <b>VCC SC; Finance SC</b>	<i>Court fees increased in 2022 by agreement with Croquet Australia.</i>  <i>VCC subcommittee has prepared detailed budget and forward plan for maintenance and repair.</i>	<i>Working Group is meeting regularly to develop a Business Plan for VCC – to be presented by June 2025.</i>	

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
Financial sustainability / funding / sponsorship	Use its financial resources wisely, diligently and sustainably in pursuit of its goals.  Enable investment in the development of croquet at club and regional level.	Integrate existing activities into new Strategic Plan. <b>SPISC</b>	Finance reports document source of funding for VCC – member affiliation fees not required.		Restructured arrangements for national use of VCC  Affiliation fee is applied exclusively to services to members  Lower affiliation fees  Processes in place for allocating and evaluating investment in clubs [by end 2022]. Targets to be introduced at that point. <b>ADVICE FROM TREASURER</b>
		Benchmark fees with like sports. <b>Finance SC</b>	Treasurer has researched this. Affiliation fees reduced, then held constant.		
		Monitor and share information on funding opportunities at all levels. <b>Pres and Sec</b>	Secretary does this	Action Secretary	
		Collect information on use of artificial turf surface. <b>Director as arranged</b>		ACTIVITY: collect info on experience of players playing on artificial turf / costs of operation and replacement. <b>Overview needed.</b>  OUTCOME: Equip clubs to discuss artificial turf with funding body.	
		Analyse the cost centres included in the Croquet Victoria budget	Done. Grants for club recruitment projects included in budget. Clubs surveyed in 2023 re needs in relation to lawn maintenance. Clubs wishing turf management plans provided with lawn tests. ACTIVITY: Consider club investment requirements re lawns. Allocated \$14k TMA plus \$15k Croquet Victoria budget. Working group established and assessments completed. See Membership. OUTCOME: Targeted assistance for clubs.	ACTIVITY: Consider further investment in support of club lawn improvement.  Outcome: Targeted assistance for clubs.	
		Draft long term budget for duration of plan, prioritising expenditure. <b>Treasurer</b>	DONE prior to approval of Strategic Plan	Action not required.	



Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
		Develop and implement a plan for raising funds for Croquet Victoria from external sources, including existing and potential sponsors. <b>Not determined – working group?</b>	Finance sub-committee does not see this as their task. Defer till after development of VCC Business Plan.	<i>ACTIVITY: Identify potential participants in working group. Develop terms of reference. Start work</i>  <i>OUTCOME: additional income.</i>	
		Explore regional approaches to strengthening and supporting clubs (eg with grant writing) <b>Appointed officers</b>		<i>Bring together reps from clubs with recent success in grant applications.</i>  <i>OUTCOME: Share strategies with others.</i>	
		Provide professional standard marketing resources. <b>MandP</b>	New poster focused on people looking for a new sport.	<i>ACTIVITY: Leaflet to be developed in tandem with poster.</i>  <i>OUTCOME: Attract more young people and families</i>	
Image	Continue to enhance the image and build the profile of croquet in Victoria.  Croquet to be recognised as a sport by the wider community.	Partner with other states and Croquet Australia Academy in publicity matters. <b>MandP</b>		<i>ACTIVITY: Curate info on existing live stream footage. ?Lindsay Patullo undertaking.</i>  <i>OUTCOME: Audience for live streaming; awareness of event; awareness of croquet; enquiries (from former members?)</i>	Audience numbers (eg for Kayo).  Clubs generate more reports in local media including social media.
		Promote: develop campaign; review templates, resources and materials. Share success stories. <b>MandP</b>	Shared info on successful recruitment strategies via monthly newsletter.  <i>Mugs with slogans produced.</i>  <i>OUTCOME: Promotional items now sold out.</i>	<i>ACTIVITY: At least one face to face meeting; visits to clubs</i>  <i>OUTCOME: Committee members actively engaged and effective</i>  <i>ACTIVITY: Investigate further options for branded merchandise.</i>  <i>OUTCOME: viral marketing.</i>  <i>ACTIVITY: Use UK experience of effective marketing - disseminate. Discuss outcome</i>	

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	Progress as at 31 December 2024	Activities & outcomes 2025	Outcomes 2026
				<p>measurement strategies with clubs.</p> <p>OUTCOME: Increased awareness, interest, engagement.</p>	
		<p>Partner: collaborate with VicHealth eg This Girl Can; LGA older adult providers. <b>Clubs; MandP; Club Development Officer</b></p>		<p>ACTIVITY: contact LGAs to discuss how croquet could contribute to their health and wellbeing plans.</p> <p>OUTCOME: Croquet to feature explicitly in LGA plans as helping them to provide whole of life wellbeing assets.</p>	
		<p>Support use of social media. Measure progress. <b>MandP and clubs</b></p>	<p>Most clubs report some use of media. Impact not tracked.</p> <p>More local publicity (print and TV media) leading to more enquiries at clubs</p> <p>Increased activity on social media: 69% of clubs report engagement in 2024 cf 52% in 2023.</p>	<p>ACTIVITY: Develop tracking strategy for social media.</p> <p>OUTCOME: Clubs can track progress and see what strategies are working for them.</p> <p>SECOND HALF OF 2025?</p> <p>Requires budget and project leader.</p> <p>ACTIVITY: Train club representatives so they can live stream local tournaments. Need to ID professionals and interested members.</p> <p>OUTCOME: Increased lively activity on social media. Promote croquet locally as a sport. Link from results in local paper?</p>	
		<p>Publicise croquet as a competitive sport. <b>MandP</b></p>	<p>ACTIVITY: Rename Golf Croquet. Discuss possible alternatives and communicate with all states prior to raising issue with WCF.- ?abandon this</p> <p>OUTCOME: More distinctive image of croquet.</p>		

**ACRONYMS / abbreviated titles**

AC	Association Croquet
ARBN	Australian Registered Body Number [enables incorporated associations to trade interstate]
AS	Australian Standards
ASC	Australian Sports Commission
ASIC	Australian Securities and Investments Commission
CoM	Committee of Management.
Coordinator U21s	State Coordinator Under 21 Croquet
Coordinators	Appointed state officers: Coordinator Coaching; Coordinators Refereeing Golf and Association; Coordinators of Golf Croquet, Association Croquet, Ricochet, Gateball, Under 21 Croquet.
EMCA	Eastern Metropolitan Croquet Association
Executive	President, Treasurer, Secretary
GB	Gateball
GC	Golf Croquet
GVCA	Goulburn Valley Croquet Association
KPI	Key Performance Indicator [here, associated with our Together More Active program grant from the Victorian Government]
LGAs	Local Government Authorities
MandP	Marketing and Publicity sub-committee. Appointed by Council
MCC	MCC Croquet Section
NDCA	Northern District Croquet Association
PDP	Player Development Project [grant funded activity under Together More Active state government program]
Ric	Ricochet
RnB	Name of the Rosebud and Blairgowrie croquet club
SC	Sub-committee
Sec	Secretary
Selection Committees	Selection Committees for Association Croquet, Golf Croquet. Appointed by Council
SEMCA	South East Metropolitan Croquet Association
SIA	Sport Integrity Australia

SIF	Sport Integrity Framework
SPISC	Strategic Plan Implementation sub-committee. Appointed by Council
SWCA	South Western Croquet Association
T&F	Tournaments and Fixtures Committee. Appointed by Council
TMA Project	Together More Active project: player development workshops. Funded by the State Government as a separate (pilot) project under the Together More Active program, 2019 – 2023. Now funded by the foundation level Together More Active grant, 2024-2027, overseen by SPISC.
VCC	Victorian Croquet Centre
VCC SC	Victorian Croquet Centre sub-committee. Appointed by Council
WWCC	Working with Children check [certificate provided by state governments]

#### SHADING and TEXT FORMAT

White	Activity not envisaged in 2022
Lighter colour	New activity
<i>Green italics</i>	Plan yet to be agreed – endorsement requested.
Blue highlight	Action needed by person responsible
Yellow highlight	Information not previously reported to Council
Magenta highlight	Action in process / information being obtained by SPISC
Grey highlight	Defer for the time being – requires someone in a position to take the initiative