



Strategic Plan 2022 to 2026

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>	When (year/s)	Outcomes: what Croquet Victoria will look like by 2026 – how will we know?
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. ^E <i>T and F*</i>	Ongoing	More people playing each code – at least 10% increase by end of 2026, more in Gateball and Ricochet
		Maintain networks of qualified officials (referees, coaches, tournament managers) ^E <i>Coordinators</i>	Ongoing	Active networks of coaches, referees and tournament managers across Croquet Victoria
		Support elite players. ^E <i>Selection Committees</i>	Ongoing	
	Support the growth of all forms of mallet sports. Grow croquet as a sport as well as a recreational activity.	Determine options and optimal strategies in relation to VCC as state/national/international sporting facility, and their implications for other activities. ^N <i>Council</i>	Discussion 2022-23. Steps for later years to be determined by late 2023	No outcome nominated as yet. To be determined by the end of 2023.
		Coordinators of GC, AC, Ricochet and Gateball to prepare plans for growing participation in their code. ^N <i>Coordinators</i>	Awaits appointment of coordinators in AC and GC	

* Acronyms and abbreviations are spelt out in full at the end of this document.
Lighter shading indicates that proposed action is new.

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Capability/ sport development	Support the growth of all forms of mallet sports. Grow croquet as a sport as well as a recreational activity.	Implement national coach development project. ^{NE} Coordinator Coaching	Ongoing	Each club to have at least one coach and one referee in each of the codes they play.
		Develop player pathways from Novice to Advanced. Run player development training sessions around state. ^{NP} TMA Project	2021 - 2023	
		Develop training pathways for officials (eg referees, coaches, tournament managers, handicappers). ^{NP} TMA funded	to 30 June 2023	
		Follow through tournament manager training. ^N Chair, T&F	2022	
		Set 2026 targets for numbers of trained officials State Coordinators, Chair T&F	Early 2022	
		Encourage round robin competitions: ^{N, IP} between / within professions; Clubs		
			Pilot 2022	
			Follow-up 2023	
	between schools Coord Under 21s with clubs and regions	Ongoing		

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Governance/management	Maintain commitment to good governance	Manage finances, budget, investment account. ^E Council	Ongoing	Active Council self-assessment process in place; improvements identified and pursued. Targets for Council improvement to be identified following first self-assessment by Council using new tool. Comply with good governance assessments: compliance continues. Rectify non-compliances if they occur. Members of Council contribute effectively to decisions.
		Manage compliance with regulatory requirements. ^E Executive	Ongoing	
		Continue to report against implementation targets. Review progress on strategic plan regularly. ^E SPISC	Ongoing	
		Stakeholder engagement with Croquet Australia, other state associations ^E Officers	Ongoing	
		Review constitution at 3 – 5 year intervals. ^N Secretary	2022	
		Fund Council and committees; provide governance training. ^N President	Ongoing	
		Upskill Directors in technology. ^E CoM	Ongoing as required	
		Increase the number of women on Council. Implement Directors' portfolios. ^N Council	Ongoing	
	Support and develop leadership and effective and inclusive governance.	Investigate employment of a Sport Development Officer. ^{N: IP} President	2022 (?bus case 2023)	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.
		Establish a succession plan for Council, including tackling gaps in skills and knowledge ^N President and Secretary		
		Develop support system for State Coordinators ^N CoM	2022	
Monitor and develop compliance arrangements. ^{EN} CoM				

Strategic priorities	Goals for 2026	Actions <i>Responsibility italicised</i>	When (year/s)	Outcomes: what Croquet Victoria will look like by 2026 – how will we know?
Membership / recruitment / participation	Build membership and participation	Statewide, support facility upgrade and renewal; ground upgrade and renewal. ^{E IP} Council and regions	Ongoing	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 people playing.
		Annually update data on club facilities. ^E Sec and clubs	2022 (web rebuild); ongoing	
		Measure participation rates. ^E Sec and clubs	Ongoing	
		Consider options for consolidating clubs. ^{E IP} As required	Ongoing	
		Continue to provide opportunities for state level competition and social play for non-elite players. ^E T&F and clubs	Ongoing	
		More participants in come and try events, inc. involvement of community groups. ^{E IP} MandP, clubs	Ongoing	
		Annual Try Croquet Day; opportunities for social participation. ^{EN IP} MandP	Ongoing	
		Develop roadmap to support clubs in recovering from COVID SPISC with Coordinators	2022	

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Membership / recruitment / participation	Extend the demographics of participants in croquet	Introduce a new-member survey via the President's welcome letter. ^N	2022	
		Support continued development of school based programs. Encourage clubs / regions to engage with schools, develop junior programs. ^{EN, IP} Coord U21s	Ongoing	Active State Under 21 Youth Squad
		Support clubs in recruiting participants from under-represented groups; family memberships; extended hours when facilities are used. ^{EN, IP} Club Development officer; clubs		
		Help clubs to engage with LGAs, allied health practitioners; plan recruitment. ^{N, IP} Strat Plan WG		
		Engage with LGAs re development of new clubs. New court development in Eastern Metro, SE Metro, Northern District. ^{N, IP} SPISC	SEMCA 2023-4; EMCA 2024-5; NDCA 2025-6	
		Support development of a regional facility via conversations with Cardinia, Casey; new clubs via conversations with Whittlesea, Wyndham, Hume, Geelong/Surf Coast, Melton. ^{N, IP} CoM; Clubs; Regions	2022 – 2023; ongoing	
		Work with Croquet Australia to document use and impact of lighting. ^{N, IP} SPISC	2022 - 2023	
		Lighting provision initially in metro clubs; lighting plan by 2025. Develop relevant competition structures. ^{N, IP} CoM SPISC	2024 - 2025	
		Improve recording of demographics in member database. ^{N, IP} Sec	2022	Better demographic information to support grant applications.

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Financial sustainability / funding / sponsorship	<p>Use its financial resources wisely, diligently and sustainably in pursuit of its goals.</p> <p>Enable investment in the development of croquet at club and regional level.</p>	Manage distressed building defects (VCC), maintain courts; manage functions; manage staff (if required). ^E VCC SC; Finance SC	Ongoing	<p>Restructured arrangements for national use of VCC</p> <p>Affiliation fee is applied exclusively to services to members</p> <p>Lower affiliation fees</p> <p>Processes in place for allocating and evaluating investment in clubs [by end 2023]. Targets to be introduced at that point.</p>
		Integrate existing activities into new Strategic Plan. ^E SPWG SPISC	2021	
		Benchmark fees with like sports. ^E Finance SC	2021 and ongoing	
		Monitor and share information on funding opportunities at all levels. ^E Pres and Sec	2021 and ongoing	
		Collect information on use of artificial turf surface. ^E Director as arranged	2021 and ongoing	
		Analyse the cost centres included in the Croquet Victoria budget ^N	2022	
		Draft long term budget for duration of plan, prioritising expenditure. ^N Treasurer	2021 and ongoing	
		Develop and implement a plan for raising funds for Croquet Victoria from external sources, including existing and potential sponsors. ^N Finance SC	2022 and ongoing	
		Explore regional approaches to strengthening and supporting clubs (eg with grant writing) Club Development Officer	2022	

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Image	<p>Continue to enhance the image and build the profile of croquet in Victoria.</p> <p>Croquet to be recognised as a sport by the wider community.</p>	Provide professional standard marketing resources. ^E MandP	Ongoing	<p>Audience numbers (eg for Kayo).</p> <p>Clubs generate more reports in local media including social media.</p>
		Partner with other states and Croquet Australia Academy in publicity matters. ^{EN} MandP	Ongoing	
		Promote: develop campaign; review templates, resources and materials. Share success stories. ^{EN, IP} MandP	Biennially: 2023, 2025	
		Partner: collaborate with VicHealth eg This Girl Can; LGA older adult providers. ^{EN, IP} Clubs; MandP	Ongoing	
		Support use of social media. Measure progress. ^{EN, IP} MandP and clubs	Ongoing	
		Publicise croquet as a competitive sport. ^{EN, IP} MandP	Ongoing	

ACRONYMS / abbreviated titles

AC	Association Croquet
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
GC	Golf Croquet
LGAs	Local Government Authorities
MandP	Marketing and Publicity sub-committee. Appointed by Council
NDCA	Northern District Croquet Association
Ric	Ricochet
SC	Sub-committee
Sec	Secretary
Selection Committees	Selection Committees for Association Croquet, Golf Croquet. Appointed by Council
SEMCA	South East Metropolitan Croquet Association
SPISC	Strategic Plan Implementation sub-committee. Appointed by Council
Strat Plan WG, SPWG	Strategic Plan Working Group. Appointed by Council
T&F	Tournaments and Fixtures Committee. Appointed by Council
TMA Project	Together More Active project: player development workshops, 2019 – 2023. Funded by the State Government under the Together More Active program.
VCC	Victorian Croquet Centre
VCC SC	Victorian Croquet Centre sub-committee. Appointed by Council

SUPERSCRIPTS

E	Established activity
IP	Infrastructure Plan
N	New activity

SHADING

Lighter colour	New activity
Yellow	Wording of goal to be finalised at February 2022 meeting of Council