



# **AUSTRALIAN CROQUET ASSOCIATION Incorporated**

## **STRATEGIC PLAN**

2009 - 2011

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## VISION

Croquet Australia is responsible for a marvellous sport which allows for participation on an equal basis by people of all ages, male and female. It provides a full range of activities from social play to tournaments at school, club, state, national and international level. The sport clearly complements the increasing community expectations of a more active lifestyle, particularly for older people.

The vision for Croquet Australia is to take full advantage of these features by significantly increasing the number of players during the next decade to 2020. There is ample capacity within existing club resources to accommodate a significant portion of these new members.

Concomitant with this growth, Croquet Australia will ensure sufficient trained coaches, referees and other officials are available to meet the needs of a much larger organisation.

The vision includes significant advancements at the international level so that Australia is better placed to win both the Trans-Tasman Test Series and MacRobertson Shield in coming years.

Croquet Australia will continue to be managed by volunteers, who will take advantage of the latest technologies and best management practices to ensure the organisation operates efficiently and cohesively for the benefit of the sport.

## MISSION

Croquet Australia's Mission:

**To function as the controlling body for the sport and its derivatives in Australia. To provide all players with fair competition, access to high-standard facilities and equity in participation in the sport at all levels.**

## CORPORATE GOALS

To promote the sport of croquet and associated mallet sports in Australia by undertaking activities which:

- increase participation
- increase public awareness
- raise the public image and market position

To control the sport of croquet and associated mallet sports in Australia through:

- the organisation of national and international competitions
- the selection of representative teams for international events
- the selection of individual players for international singles events
- the preparation of players for international events
- ensuring sufficient numbers of suitably qualified trained coaches, referees and other officials
- maintaining a uniform handicapping system
- ensuring consistency in the interpretation of the laws of Association Croquet and its derivatives
- providing a safe playing environment for all players, officials and spectators
- managing the business affairs of Croquet Australia by implementing best practice management models wherever possible

## **ENVIRONMENT AND MARKET ANALYSIS**

A strengths, weaknesses, opportunities and threats (SWOT) analysis has the dual targets of identifying where the sport of croquet is now, and to prepare Croquet Australia to develop strategies to utilise its strengths and manage its weaknesses, to take advantage of opportunities and minimise the impact of threats that become real.

Our strengths in the internal environment are:

- people – the sport is run at all levels by volunteers
- clubs – all players in clubs are affiliated with Croquet Australia via State Associations
- structure – the present constitution is democratic

Our weaknesses in the internal environment are:

- lack of revenue, a major appeal of the sport is its relative cheapness to play
- many small clubs with limited resources
- many State Associations with limited resources
- volunteers at all levels of the sport have need of improved training
- lack of communication from administrators to clubs/players
- insufficient energies available to focus on development requirements and practices

Our opportunities in the external environment include:

- increasing participation in all forms of mallet sports
- marketing and promotion of the sport particularly at a junior (school) level
- strategic alliances with other sports, organisations and government

Threats in the external environment:

- the image of the participants as privileged people
- the image of the competitive sport and its derivatives as a casual pastime rather than a sport
- the influence from other bodies through shared facilities

# **STRATEGIES AND PERFORMANCE MEASURES 2009 - 2011**

The following items cover the 6 key performance areas:

- 1. Management**
- 2. Promotion and Marketing**
- 3. Participation**
- 4. Athlete Support and Development**
- 5. Coaches and Officials**
- 6. Club Development**

## **1. MANAGEMENT**

**Goal** To provide best practice management within Croquet Australia

### **Strategies**

- To provide competent and effective management of Croquet Australia
- To provide effective financial management of Croquet Australia
- To ensure an effective exchange of information between Croquet Australia and its members

### **Performance Measures**

- Appointed and elected officials and committee structures are appropriate and operating in a cohesive manner in accordance with ACA Handbook
- Appropriate financial systems in place using contemporary practices
- Provision of regular communications between Croquet Australia and members and players using a range of vehicles (including electronic formats and magazine)
- Appropriate amendments to the ACA Handbook, and distribution to all States, including the Constitution, By-Laws and Conditions
- Revisions to operating practice via Procedures Manual

## **2. PROMOTION AND MARKETING**

**Goal** To expand membership by raising the profile within the community

### **Strategies**

- To raise the profile of croquet and related mallet sports as suitable for all age groups
- To actively seek sponsorship at the national level and assist State Associations to gain sponsorships

### **Performance Measures**

- Development and implementation of a program of direct contact with the media
- Sponsorship for national and other championships

### **3. PARTICIPATION**

**Goal** To expand the level and quality of involvement of all players

#### **Strategies**

- To provide appropriate national competitions
- To encourage greater player participation in national events
- To promote Gateball as a complementary sport to croquet
- To promote Aussie Croquet as the croquet game for schools
- To promote Golf Croquet and provide equality with Association Croquet in national competitions

#### **Performance Measures**

- Increased participation in Association Croquet Handicap and Golf Croquet Open and Handicap events
- Development and innovation of the national Championships program
- 8<sup>th</sup> National Gateball Championships in Rockhampton (October 2009)
- Planning for the MacRobertson Shield in England (2010)
- Planning for the WCF World Association Croquet Championship in Australia (2011)
- Planning for the Trans-Tasman Test Series in Australia (2011)

### **4. ATHLETE SUPPORT AND DEVELOPMENT**

**Goal** Actively encourage improvement in standard of play by providing opportunities for competition at national and international level

#### **Strategies**

- To ensure that potential elite players can be quickly identified
- To provide appropriate coaching squads for up and coming players
- To provide elite and up and coming players with relevant national and international competition

#### **Performance Measures**

- Selectors travelling to watch national events assessing as many players as possible
- Establishment of Development Squads with an annual program
- Improved performance of National Development Squads to be demonstrated at the Australian Croquet Championships with an increased number of triple peels and an increased number of two turn performances
- Award Junior Scholarships as appropriate
- Participation in the World Under-21 Golf Croquet Championships (2009, Egypt), the World Women's Golf Croquet Championships (2009, Australia) and the World Association Croquet Championships (2009, USA)

- Maintain an Australia-wide handicapping system

Attain the following results:

- Four Australian players in the top 16 of World Association Croquet Rankings
- Australia to win the 2011 Trans-Tasman Test
- Australia to come no worse than runner-up in the 2010 MacRobertson Shield

## **5. COACHES AND OFFICIALS**

**Goal** To raise the standard of coaching and officiating within the sport and establish consistency

### **Strategies**

- To ensure that there are sufficient qualified and skilled coaches throughout Australia, and to provide ongoing training for existing accredited coaches
- To ensure that there are sufficient qualified and skilled referees and umpires throughout Australia and to provide ongoing training for existing accredited referees and umpires
- To maintain National Coaching and Officiating Accreditation Schemes

### **Performance Measures**

- The National Coaching Director and National Director of Refereeing to visit at least two States per year
- Accreditation, reaccreditation and educational courses conducted as required for state coaching directors with a focus on increasing the number of level 2 and 3 coaches
- Update level 2 and level 3 Association Croquet Coaching Programs
- Implementation of the National Officiating Accreditation Scheme for both Association Croquet and Golf Croquet
- National Coaching Accreditation Scheme operating in all States for both Association and Golf Croquet

## **6. CLUB DEVELOPMENT**

**Goal** To encourage clubs to extend their activities in several directions in order to actively promote and develop the sport of croquet.

### **Strategies**

The National Director of Schools Croquet to assist states with guidance in the promotion of croquet in schools

- To develop a procedure for clubs to follow in promoting the idea of croquet as a school-based sport
- To encourage states to have their clubs implement suitable introductory programs to attract and retain new players of all ages to the sport
- The National Director of Golf Croquet to assist States in the promotion of Golf Croquet

- To encourage all States to appoint State-based Coordinators of Golf Croquet

**Performance Measures**

- Provision of material to States for use in negotiations with schools
- Provision and assistance with ideas for promotional work and suitable publications
- Financial provision for the Director of Schools Croquet and the Director of Golf Croquet to visit at least two States per year