



## Strategic Plan 2018 – 2021

A pocket manual “HOW TO PLAY CROQUET” dated 1878, gives some insight into how the sport was promoted at the time:

*“Croquet upon its introduction into society should meet with so warm and universal a welcome. It came as an outdoor sport for the ladies, misses, and even little children,-for the rich and for the poor; the strong and the weak, easily learned, and always intensely interesting and attractive to all. We shall endeavour in this "new manual", to make all it's points clear to every understanding, so that persons of every age, from the youngest to the oldest, may easily become proficient in a mode of amusement which cannot fail to be to them an inexhaustible source of health and happiness”.*

**Croquet SA has a proud history and will be 100 years old in 2018. In 1926 there were 47 registered clubs. In 1934 there were 1,300 registered players in SA, six of whom were men. The sport today has evolved into one where men and women can compete equally and it is a sport for all ages. A number of codes have developed over the years and we are promoting the message to the community that croquet is fun and has a place on the sport and recreation calendar for everyone.**

This plan provides an outline of how we will achieve growth and development of the sport in the 21<sup>st</sup> Century.

### **Vision – Our Ideal Future**

A thriving sport with a contemporary image.

### **Mission – Purpose**

Croquet SA is a sustainable organisation that;

- Engages with its members and the broader community;
- Welcomes all people to participate;
- Supports member clubs to achieve their potential;
- Raises the profile of the sport
- Supports the national and international croquet community.

**Stakeholders – who has an interest**

- Registered Players
- Clubs – metropolitan and regional
- Government – all layers
- Adelaide City Council
- Australian Croquet Association
- World Croquet Federation
- Sponsors

**Core Values – what is important to us is**

- Being inclusive
- Encouraging an active and healthy lifestyle
- Being welcoming, enthusiastic, friendly and having fun
- Recognising volunteers
- Being open minded
- Having integrity
- Promoting equity
- Being transparent
- Achieving our goals

## **Pillars of our Plan**

### **Marketing Promotion and External Communication**

Croquet SA recognises that the survival and growth of croquet relies on Croquet SA promoting and marketing the sport to the community. The sporting, recreational, health and social benefits of the sport are its key selling points. Croquet is a sport for all ages and Croquet SA needs to convey that message to the community. Croquet SA will continue to develop partnerships with government and private sector stakeholders.

### **Governance and Finance**

Croquet SA recognises the need to continually improve the administration and governance of the Sport. Policies and procedures need to be regularly reviewed and revised. Croquet SA is aware of its responsibility to deliver a high standard of financial management and to explore opportunities to increase revenue whilst keeping membership fees to a minimum.

### **Volunteer Development and Internal Communication**

Croquet SA recognises the valuable contribution made by our volunteers to the Sport. We need to ensure that our volunteers and officials receive the support and training necessary for them to carry out their roles in a positive and welcoming manner. We should recognise their areas of expertise and ensure that they are included in decision-making processes. Croquet SA recognises the importance of clarity in all communications with its member clubs.

### **Coaching and Player Development**

Croquet SA recognises the value of teaching new players all codes of Croquet. Croquet SA needs to provide ongoing training for the development of coaches and referees in all clubs – city and country. Croquet SA needs to provide coaching and development opportunities to players at all levels of the sport.

### **Competition**

Croquet provides sport and recreational opportunities to a wide range of athletes. Croquet SA needs to provide playing opportunities that encourage and challenge players at social, club, state, national and international levels. Croquet SA needs to support both city and country clubs in these endeavours.

<b>Pillars of our Plan</b>	<b>Key Goals</b>	<b>Timeframes</b>
<p><b>1. Marketing/Promotion/External Communication</b></p>	<ul style="list-style-type: none"> <li>• Develop an emphasis on the total nature of the sport, various levels of skills, cognitive demand and physical attributes and enjoyment of the sport.</li> <li>• Actively assist existing country and metro clubs to look at strategies to attract members, become more financially viable, provide coaching/referee training and support in other areas as required.</li> <li>• Improve communication to our stakeholders and the media.</li> <li>• Promote the attractiveness of the environment and venues.</li> </ul> <p><b>Supporting strategies</b></p>	
<p><i>Croquet SA will expand membership by raising the profile of croquet within the community using effective marketing strategies to increase the sustainability of the sport. Croquet SA will also continue to develop partnerships with Government and private sector stakeholders to foster better community and sporting links throughout SA.</i></p>	<ul style="list-style-type: none"> <li>• Provide information to media regarding promotions and championships</li> <li>• Identify main target groups to differentiate suitable promotions for each group with a view to increasing membership and within that promote awareness that croquet is an affordable sport.</li> <li>• Include high profile people in promotions where possible</li> <li>• Focus marketing on what makes successful clubs thrive and use this information to support other clubs.</li> <li>• Develop and maintain good relationships with funding bodies.</li> </ul>	
<p><b>2. Governance &amp; Finance</b></p>	<ul style="list-style-type: none"> <li>• Explore alternative sources of income for the financial success of the organisation.</li> <li>• Ensure transparency in Board decisions.</li> <li>• Promote player involvement in the administration of the sport</li> </ul> <p><b>Supporting strategies</b></p>	
<p><i>Croquet SA will follow due process to put in place an effective and accountable governance structure that enhances the operations, development and delivery of the sport. Alternative sources of</i></p>	<ul style="list-style-type: none"> <li>• Utilise the facility at Hutt Road for hire to the community and promotion of croquet.</li> <li>• Consider long term budget projection as well as producing an annual budget.</li> </ul>	

<p><i>revenue will be investigated. Croquet SA will be more inclusive and supportive of country clubs.</i></p>	<ul style="list-style-type: none"> <li>• Seek Sponsorship and explore fund raising opportunities.</li> <li>• Review state team funding.</li> <li>• Endeavour to keep registration fees to the minimum viable amount.</li> <li>• Ensure adequate resources are allocated to country clubs.</li> <li>• Consider cost equalisation between city/country/ national competitions.</li> <li>• Communicate clearly with member clubs regarding board decisions.</li> <li>• Ensure policies and procedures are reviewed and updated annually.</li> </ul>	
<p><b>3. Volunteer Development &amp; Internal communication</b></p>	<ul style="list-style-type: none"> <li>• Organise new and innovative structured opportunities for clubs to share ideas and work together.</li> <li>• Encourage clubs to contribute and take ownership of SACA.</li> <li>• Reward Volunteers</li> </ul> <p><b><i>Supporting strategies</i></b></p>	
<p><i>Croquet SA relies on its volunteers to develop and administer the sport. We need to provide proper accreditation, training and support for our volunteers. Croquet SA recognises the need to provide opportunities for clubs to work together to discuss common issues and negotiate change. Clubs need to work with Croquet SA to implement change and develop the sport.</i></p>	<ul style="list-style-type: none"> <li>• Recognise and value Volunteers</li> <li>• Ensure that the Board direction is clear to clubs.</li> <li>• Consult with appointed Officers and committees when making decisions in their area of expertise.</li> <li>• Provide forums for club delegates' input.</li> <li>• Encourage and educate club members to actively support change.</li> <li>• Host Club President's Meetings to share/discuss common issues.</li> <li>• Encourage club/mentoring and support between city/country clubs.</li> <li>• Promote a positive image and generosity of spirit within clubs.</li> </ul>	
<p><b>4. Coaching and Player Development</b></p>	<ul style="list-style-type: none"> <li>• Encourage the teaching of new players a variety of codes of mallet sports.</li> <li>• Ensure that there is ongoing training for coaches and referees.</li> </ul> <p><b><i>Supporting strategies</i></b></p>	
<p><i>Croquet SA needs to provide coaching and development opportunities for city and country</i></p>	<ul style="list-style-type: none"> <li>• Implement a structured coaching programme that involves coaching at Croquet SA.</li> </ul>	

<p><i>players at all levels of the sport in all codes. Croquet SA recognises that trained coaches and referees are essential to the development of playing standards and the comprehension and adoption of the rules of the game. Croquet SA needs to establish a school and university development programme.</i></p>	<ul style="list-style-type: none"> <li>• Encourage coaching at clubs</li> <li>• Develop more opportunities for country clubs to have assistance from trained coaches and referees.</li> <li>• Provide an elite pathway</li> </ul>	
<p><b>5. Competition</b></p>	<ul style="list-style-type: none"> <li>• Create Junior Programs</li> <li>• Promote and develop pennants and other organised competitions</li> <li>• Promote competition suitable for all categories of members.</li> </ul> <p><b><i>Supporting strategies</i></b></p>	
<p><i>Croquet SA recognises the need to provide competition to players in all member categories and at all levels of the sport. This provides a challenge and development opportunities to players.</i></p>	<ul style="list-style-type: none"> <li>• Introduce competition for a variety of mallet sports and offer handicap events.</li> <li>• Addition of more flexible competitions e.g. Swiss Tournaments. More night competitions for players who work.</li> <li>• Canvas the need to adjust divisions to suit changed membership.</li> <li>• Encourage Country Sport SA Competitions and inter-regional competitions.</li> <li>• Standardise handicaps</li> </ul>	

**Please Note: Supporting Strategies in Strategic Plan become Goals in Operations Plan.**