

Croquet Victoria

**Strategic Plan
2013-17**

Adopted: 8th October 2013



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Executive Summary

Malletsports in Victoria is a 'game of two halves': Some clubs are witnessing a resurgence in membership and activity; others are dying slowly due to a lack of members, lack of structure and lack of leadership.

Anecdotally, the sport has the following symptoms:

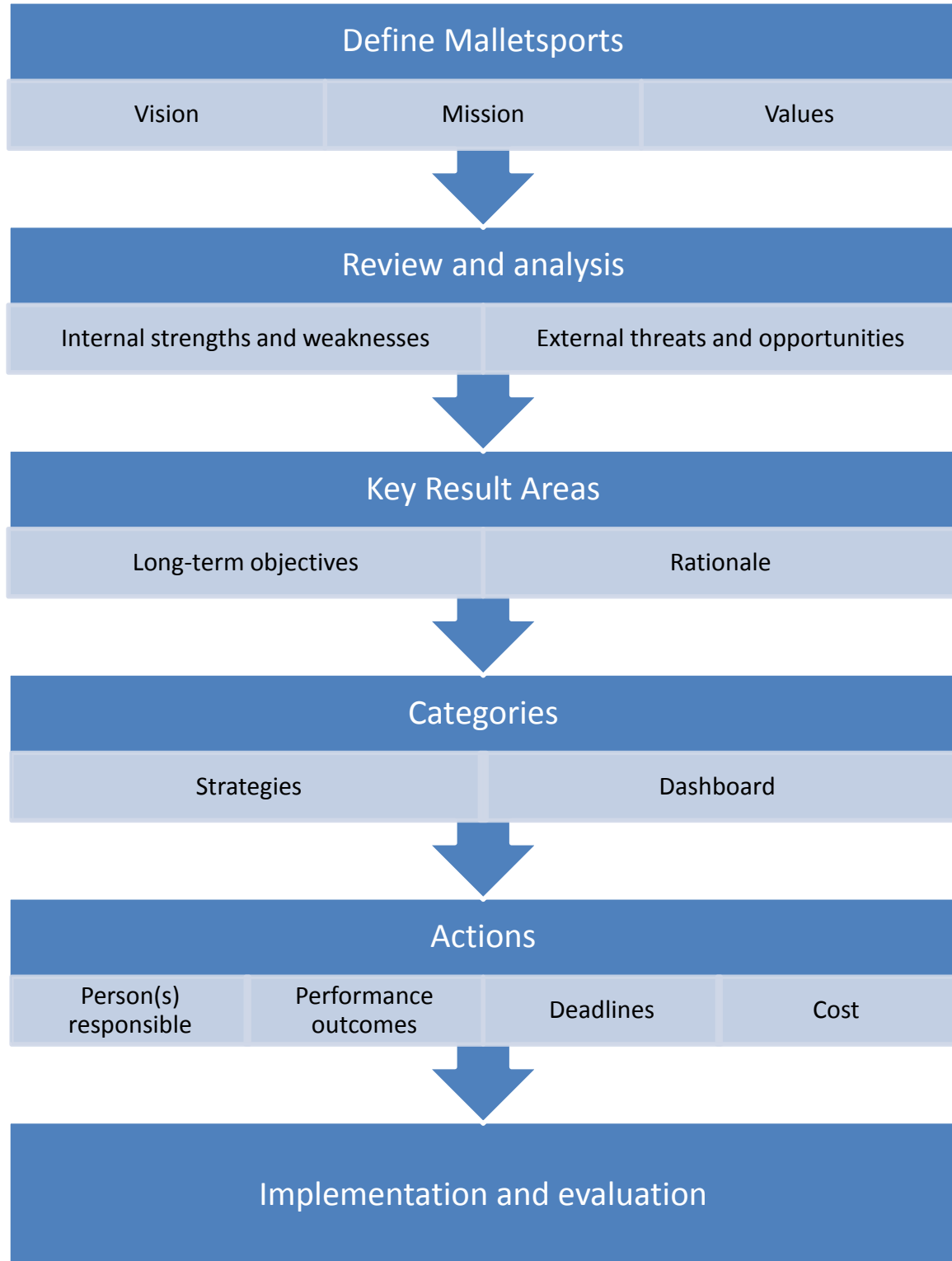
- Diminishing market share due to a changing social environment
- Lack of adequate social (non-playing or peri-playing) opportunities
- Low community awareness, or victim of misconceptions
- Low participation rate
- Poor communication flow between levels
- Insufficient revenue to cover operational costs, due in part to expenses incurred by ownership of the VCC.

On the other hand, the sport has a substantial investment fund deriving significant revenue, enjoys a tradition of strong clubs and manages to produce a healthy crop of high-performing national and international players.

In order to secure substantial funding from the Victorian Government, through the Victorians More Active (VMA) program, the sport is required to submit a three-year work plan and address four key pillars: Participation, Membership, Coaches and Officials and Club Capacity. This Strategic Plan has been developed in part to help address these aspects, as well as the other fundamentals required for the sport to progress over the coming decade.

Overview: The Strategic Planning Process

The following chart provides an overview of the steps involved in producing this Strategic Plan.



Vision, mission and values

The vision, mission and values determine what Croquet Victoria wants to achieve, why it exists and what people can expect from its stakeholders.

Our vision is our dream for the future of our sport in Victoria.

Our Vision
To be the leading provider of malletsports activities in Australia, as measured by capability, resources, participation and results.

Our purpose (mission) gives shape to our goals and our actions.

Our Purpose
To promote malletsports as a fun, sociable and accessible community sport and provide the leadership, structure and resources required to facilitate active and social participation and competition at all levels.

Our values underpin the culture of Malletsports in Victoria.

Our Values		
Inclusive	Progressive	Transparent and accountable
Malletsports is an inclusive, welcoming and supportive sport that seeks to engage and provide participation pathways for all ages, abilities and CALD backgrounds across regional and metropolitan Victoria	Malletsports is a modern sport with a strong and rich history and will adapt to meet changing socio-demographic, financial and sporting trends and conditions in order to increase the sport's popularity	Malletsports regularly communicates and consults with its stakeholders across varied channels and is accountable to its members

Long-term objectives

The Committee of Management has identified four Key Result Areas (KRAs) within the organisation that will contribute most significantly to achieving the overall vision. For each KRA, there is an associated goal (objective) and reason (rationale) for the goal. Long-term objectives are the results the organisation hopes to achieve when pursuing its vision and mission over the life cycle of the Strategic Plan. A rationale helps to explain why it is important for Croquet Victoria to achieve the objective.

Key Result Area (KRA)	Long-term objective	Rationale
1. Governance	Implement best-practice structures, policies and procedures at every level of the sport to ensure the long-term viability of malletsports in Victoria.	We must preserve the sport's heritage and assure its longevity for future generations by remaining relevant and modern. We must be transparent and accountable.
2. Development	Grow our membership and develop the capability of the sport, our clubs and their members in order to provide clear pathways for players, coaches, officials and volunteers.	We must grow to stay strong, attracting new members, new ideas and moving with the times to provide opportunities for everyone.
3. Club Environment	Ensure that the physical, financial, social and competitive environments in which malletsports exists meet the highest standards to continually provide a premium experience for our stakeholders.	In order to compete with other sports we must ensure that the environment we provide meets the highest standards in all aspects.
4. Community	Improve and promote the perception of malletsports to the wider Victorian community, ensure members are informed, engaged and active and that our facilities are used appropriately to benefit the communities in which they exist.	We recognise that individuals have a wide choice of activities to pursue in their leisure time. We must promote our sport internally and educate the wider community about its benefits if we are to remain relevant in an increasingly media-saturated and connected society.

Our key stakeholders

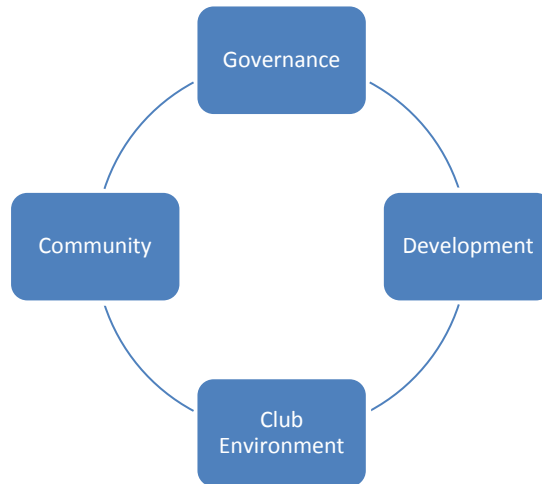
We recognise the importance of our stakeholders for the health of Malletsports in Victoria. Stakeholders are the people with an interest or concern in Malletsports in Victoria, be it for personal, commercial or relational purposes.

Key stakeholders include:

<p>1. Governance and management Australian Croquet Association World Croquet Federation World Gateball Union Council Committee of Management Sub-committees Staff Australian Government Sport and Recreation Victoria Department of Environment and Primary Industry Heritage Victoria Regional Sports Assemblies Local Government Regional Associations</p>	<p>2. Participation Clubs Players</p>
<p>3. Development, elite and competition Coaches Referees Tournament managers Volunteers Australian Croquet Association World Croquet Federation</p>	<p>4. Commercial partners Financial institutions Facility users Sponsors Facility co-tenants</p>

Key Result Areas

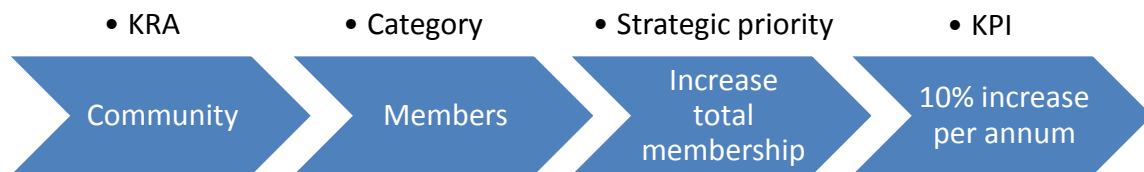
As mentioned on Page 6, the Key Result Areas (KRAs) are the parts of Croquet Victoria that the strategic planning committee has identified as being in need of improvement in order to achieve the vision and mission. The Committee has chosen four KRAs:



Each KRA is divided into a number of distinct categories to make it easier to allocate tasks and desired outcomes. For example, KRA 3, Club Environment, is divided into Facilities, Playing environment, Social environment.

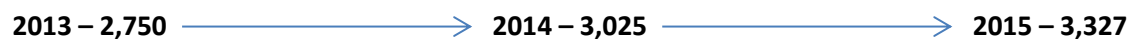
Finally, each category contains up to six strategies. In order to know whether these strategies have been accomplished, each one has an associated Key Performance Indicator (KPI), or anticipated outcome. At the end of the plan's stipulated period (in this case 2017), if Croquet Victoria can tick off each KPI then it can say it has reached its goal for that period. If not, then it has to re-examine its strategies and try alternative methods.

Example:



The categories, strategies and KPIs for each KRA are listed on the following pages. Note that every category and strategy has a unique identifying number for ease of reference.

So, if Croquet Victoria has 2,500 members at the start of the plan (2013) then membership should increase as follows:



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KRA 1: Governance		
Implement best-practice structures, policies and procedures at every level of the sport to ensure the long-term viability of malletsports in Victoria.		
Category	Strategic priorities	Key Performance Indicators
1.1. Leadership	1.1.1 Implement best practice contemporary governance and management practices at strategic and operational levels	<ul style="list-style-type: none"> • Conduct a thorough review of all Council, COM and operational structures and practices. • Complete VicSport Good Governance project and implement recommendations.
	1.1.2 Review the constitution at regular intervals, including the structure and composition of Council, COM and other constitutional bodies and the way in which they interact	<ul style="list-style-type: none"> • Constitution reviewed annually.
	1.1.3 Review staff positions and responsibilities to ensure maximum value and activity; conduct regular performance appraisals and set specific targets	<ul style="list-style-type: none"> • Ensure each position has a position description. • Establish timelines for performance reviews and corresponding criteria.
	1.1.4 Develop, approve and implement a four-year strategic plan	<ul style="list-style-type: none"> • Strategic Plan approved with clear KPIs for 2013 – 17
1.2. Finance	1.2.1 Implement best practice contemporary financial management practices across the entire organisation	<ul style="list-style-type: none"> • Draft Financial Management principles and guidelines for Board approval
	1.2.2 Manage the Association’s activities effectively to safeguard the capital fund for future requirements	<ul style="list-style-type: none"> • Establish an agreed capital reserve and principles for its use.
	1.2.3 Maintain affiliation fees at appropriate levels to reflect the cost of managing and growing the sport	<ul style="list-style-type: none"> • Set out a benchmark for future increases. • Draft a long-term budget to prioritise expenditure for the duration of this plan.
	1.2.4 Re-invest surplus funds to grow the capacity and capability of the sport in Victoria	<ul style="list-style-type: none"> • Devise a plan to invest in the future of the sport through appropriate development grants to clubs and regions.

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1.3. Planning and reporting	1.3.1 Provide regular reports to membership on progress against strategic plan and key deliverables	<ul style="list-style-type: none"> • Develop precise metrics for clear and concise reporting to Council and COM • COM reports progress against plan bi-monthly to Council and members
	1.3.2 Undertake annual reviews of the strategic plan and revise where necessary	<ul style="list-style-type: none"> • Allocate one Council meeting per year to evaluate progress against the plan
	1.3.3 Update systems and develop the current VCA member database to better reveal membership demographics and ensure meaningful data is available	<ul style="list-style-type: none"> • Implement a state-wide club membership platform
1.4. External relationships	1.4.1 Develop strong relationships with all levels of government	<ul style="list-style-type: none"> • Allocate a government liaison officer
	1.4.2 Explore grant opportunities at all government levels	<ul style="list-style-type: none"> • Allocate a task force to investigate additional funding opportunities
	1.4.3 Liaise with industry groups and other National and State Sporting Associations	<ul style="list-style-type: none"> • Join and contribute to SSA and other relevant networking opportunities
	1.4.4 Liaise with the Australian Croquet Association and other related bodies	<ul style="list-style-type: none"> • Formalise the relationship and reporting and lobbying procedures
1.5. Victorian Croquet Centre	1.5.1 Market the use of VCC to neighbouring community groups and other potential markets	<ul style="list-style-type: none"> • Develop marketing material and a promotional offer • Draft a list of suitable organisations and user groups • Distribute and follow up offer; measure ROI
	1.5.2 Explore joint ventures with suitably located sport or community clubs to maximise VCC usage	<ul style="list-style-type: none"> • Appoint a sub-committee to explore opportunities for greater use and possible joint ventures
	1.5.3 Implement strategies, policies and procedures that will contribute to the Centre generating a profit.	<ul style="list-style-type: none"> • Draft a usage policy and marketing strategy • VCC generates surplus revenue by 2017

KRA 2: Development

Grow our membership and develop the capability of the sport, our clubs and their members in order to provide clear pathways for players, coaches and officials.

Category	Strategic priorities	Key Performance Indicators
2.1. Membership	2.1.1 Benchmark membership cost against other comparable sports and promote member benefits	<ul style="list-style-type: none"> Membership cost analysis with other Victorian and Australian sports provided to COM
	2.1.2 Analyse membership categories and investigate ways of making membership more attractive during off-peak days and hours to new user groups	<ul style="list-style-type: none"> Membership structure analysed and revised as necessary
	2.1.3 Establish a database of casual participants and assign follow up protocol, with published material on member benefits	<ul style="list-style-type: none"> Casual participant database established through clubs and regions Develop process for contact and follow up
	2.1.4 Develop attractive member benefits promotional material for dissemination to varying groups, targeting community groups, schools, businesses and other opportunities.	<ul style="list-style-type: none"> Develop material Increase of 5% membership per annum
	2.1.5 Develop a recommended exit survey for those not renewing membership; conduct member demographic analysis	<ul style="list-style-type: none"> Develop and recommend exit survey for clubs Collect and analyse membership demographics
	2.1.6 Investigate benefits of employing a Development Officer to drive new activity	<ul style="list-style-type: none"> Cost Benefit analysis conducted Development Officer appointed if appropriate
2.2. Players	2.2.1 Increase opportunities for competition for elite players and those in development squads.	<ul style="list-style-type: none"> Provide at least 6 competitions for these players annually
	2.2.2 Increase opportunities for competition and social play for non – elite players	<ul style="list-style-type: none"> Provide at least 2 competitions for these players annually
	2.2.3 Increase participation in VCA events of all types of malletsports games. This includes pennant type events and new events	<ul style="list-style-type: none"> Establish benchmark for current participation Increase of 10 % in participation rates
	2.2.4 Increase number of people trying out the sport	<ul style="list-style-type: none"> 25 % increase of come and try participants across all age groups
	2.2.5 Introduce new competitions such as evening play in various formats and weekend competition	<ul style="list-style-type: none"> Establish benchmark for current opportunities Increase of 10 % in competitions offered
	2.2.6 Implement a player mentoring system within clubs	<ul style="list-style-type: none"> 80% of clubs have a nominated mentor coach/player

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	2.2.7 Host development/emerging talent camp for various membership groups around the State	<ul style="list-style-type: none"> • One camp hosted per quarter • Attendance exceeds 15 players for each camp
	2.2.8 Host state-wide bring-a-friend occasions and other non-malletsports related activities (maybe evenings) to widen the use of facilities	<ul style="list-style-type: none"> • 10% increase in the use of facilities through social and non-malletsports activities
	2.2.9 Commence a 'professions round-robin' format pitting e.g. teachers against police, firemen etc. Target inclusion in Teachers' Games etc.	<ul style="list-style-type: none"> • Draft list of target organisations and competitions • Approach organisers with proposal • Inclusion in at least two professions' annual games
2.3. Officials	2.3.1 Complete thorough audit of currently accredited referees and tournament managers	<ul style="list-style-type: none"> • Audit completed
	2.3.2 Formalise a calendar of referee training, including refresher and re-accreditation sessions	<ul style="list-style-type: none"> • Calendar published
	2.3.3 Formalise officials recruitment and reward	<ul style="list-style-type: none"> • Develop and publish recruitment and retention policy for referees and tournament managers
	2.3.4 Increase and record the participation rate of each accredited official	<ul style="list-style-type: none"> • Develop method for measuring and recording official participation • Increase number of active officials and participation frequency
	2.3.5 Establish succession plans for each region	<ul style="list-style-type: none"> • For each accredited official, a deputy must be appointed and recorded on the audit
2.4. Coaches	2.4.1 Complete thorough audit of currently accredited coaches	<ul style="list-style-type: none"> • Audit completed
	2.4.2 Formalise a calendar of coach education, including refresher and re-accreditation sessions	<ul style="list-style-type: none"> • Calendar published • Increase of 25% in coach accreditation courses
	2.4.3 From the audit, actively target coach recruitment in clubs and regions without active coaches	<ul style="list-style-type: none"> • Each club to have at least one Level 1 coach and 2 or more level O /B coaches in the relevant code.
	2.4.4 Appoint Regional Head Coach for each region and develop coach-recruitment performance benchmarks	<ul style="list-style-type: none"> • Regional Head Coaches appointed
	2.4.5 Establish a coach-mentoring scheme, rewarding experienced coaches who mentor new coaches in specified target demographics	<ul style="list-style-type: none"> • Scheme developed and published • Coach-mentors appointed in 50% of clubs
2.5. Clubs	2.5.1 Provide training to assist all clubs with completing the RSA Club HELP and ASC Club Health Check	<ul style="list-style-type: none"> • 75 % of clubs complete ASC Healthy Club Check

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	2.5.2 Provide governance, management and facility maintenance workshops to regions in accordance with findings of above club modules	<ul style="list-style-type: none"> • Workshops provided to 100% of clubs identified through Club Health Check
	2.5.3 Perform cost-benefit analysis of employing a club services officer to drive change throughout clubs	<ul style="list-style-type: none"> • Cost-benefit analysis conducted and presented to COM • Club Services Officer appointed if deemed appropriate
2.6. Volunteers	2.6.1 Increase number of people volunteering within clubs and regions and at the VCA level	<ul style="list-style-type: none"> • Conduct audit of volunteerism within the sport and identify gaps • Design and implement a volunteer recognition program, outlining suitable incentives where appropriate • Increase number of people volunteering time and resources by 10%

KRA 3: Club Environment

Ensure that the physical, financial, social, competitive and structural environments in which malletsports exists meet the highest standards to continually provide a premium experience for our stakeholders.

Category	Strategic priorities	Key Performance Indicators
3.1. Physical environment	3.1.1 Improve the social and physical environment of croquet clubs, including increasing % of licensed premises	<ul style="list-style-type: none"> Complete a thorough and extensive audit of all club facilities (competition and social) and equipment
	3.1.2 Increase court usage	<ul style="list-style-type: none"> Audit of court usage completed Baseline data on court usage for each facility collected Strategies introduced to increase usage by 10%
	3.1.3 Develop an expansion plan to have a malletsports club formed in every town of 5000 population	<ul style="list-style-type: none"> Each region to form one new club
3.2. Competitive environment	3.2.1 Increase the number of tournaments run	<ul style="list-style-type: none"> Increase of 15% in tournaments run
	3.2.2 Increase the average attendance per tournament	<ul style="list-style-type: none"> Increase of 15% in attendance
3.3. Social environment	3.3.1 Produce marketing material on the benefits of Malletsports	<ul style="list-style-type: none"> Develop and distribute booklet on how to attract new players
	3.3.2 Increase the amount of time people spend at clubs before and after participation in games and competition	<ul style="list-style-type: none"> Promote suggestions for increased social interaction at venues
	3.3.3 Provide training for members in food handling, responsible service of alcohol, first aid/defibrillator operation and other identified areas of need.	<ul style="list-style-type: none"> Increase of 10% in people accredited to assist with social functions
3.4. Structural environment	3.4.1 Foster a culture of strong leadership and management at club level	<ul style="list-style-type: none"> Template committee job descriptions developed and distributed Additional training provided to club volunteers where requested
	3.4.2 Encourage players to play all codes	<ul style="list-style-type: none"> 50% of participants play at least two Malletsports codes

KRA 4: Community		
Improve and promote the perception of malletsports within the wider community and ensure members are informed, engaged and active and that our facilities are shared appropriately.		
Category	Strategic priorities	Key Performance Indicators
4.1. Image	4.1.1 Implement a PR strategy to increase the publication of competition results and playing opportunities	<ul style="list-style-type: none"> • Appoint a PR Coordinator • Measure exposure in local and regional press
	4.1.2 Undertake malletsports awareness survey in local community	<ul style="list-style-type: none"> • Survey completed • Report number of responses and level of knowledge and awareness to COM
	4.1.3 Develop and distribute a set of PR resources for clubs to use to promote their clubs to the community, including to actively target specific community groups e.g. Rotary and commercial organisations	<ul style="list-style-type: none"> • Suitable PR documents produced and distributed to clubs
	4.1.4 Establish relationships with regional news outlets and increase media exposure of malletsports activities	<ul style="list-style-type: none"> • Develop a database of regional media outlets • Draft a calendar for news stories per season and distribute to clubs
	4.1.5 Increase use of social media to promote malletsports to the community	<ul style="list-style-type: none"> • Recruit a volunteer to be trained in social media • Establish a social media strategy • Measure number of Twitter followers and Facebook likes and level of engagement with posts
4.2. Engagement	4.2.1 Increase community engagement by encouraging community groups to play malletsports as a regular activity through Service Clubs (Rotary, Lions etc.), U3A, Probus, school and kindergarten parents groups, local retirement villages etc.	<ul style="list-style-type: none"> • Number of groups taking part • Conversion rate of participants to members
	4.2.2 Engage with local primary and secondary schools for students to play malletsports from a young age	<ul style="list-style-type: none"> • Establish database of schools in Victoria • Increase by 25% the number of schools and students involved

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4.3. Communications	4.3.1 Review and revise communications strategy between all levels of the organisation, including a review of <i>Malletsports</i> , electronic and hard copy communications, social media and phone communications.	<ul style="list-style-type: none"> Review published strategy and make recommendations Recommendations approved by Council Strategy implemented
	4.3.2 Use electronic media, websites, email and Facebook to publicise malletsports throughout community	<ul style="list-style-type: none"> 40% of clubs undertaking one or more electronic means to communicate to community
	4.3.3 Assist individual clubs to update their social media and communications policies to keep members informed	<ul style="list-style-type: none"> 75% of clubs establishing Facebook page
	4.3.4 Develop comprehensive PR and marketing campaign	<ul style="list-style-type: none"> Number of appropriate articles prepared and submitted vs number of articles published
	4.3.5 Publish outcomes of surveys, reviews and progress against strategic plan	<ul style="list-style-type: none"> Publish all relevant policies, procedures and Council meeting minutes on the Association website within 2 weeks of meeting
4.4. Awards and recognition	4.4.1 Clarify and list the existing range of competitions currently run by VCA and ACA	<ul style="list-style-type: none"> Calendar of all competitions circulated to all clubs and to those on the email list Calendar published in <i>Malletsports</i>
	4.4.2 Improve record-keeping, including record of all tournament results	<ul style="list-style-type: none"> Review the reporting and archiving process and implement changes as required
	4.4.3 Introduce awards to recognise clubs and individuals who have made a significant contribution	<ul style="list-style-type: none"> New awards proposed and agreed by COM Written criteria published and freely available to members Details promoted to membership
4.5. Partnerships	4.5.1 Promote availability of malletsports courts and meeting facilities among corporate and community groups and schools	<ul style="list-style-type: none"> 20% increase in the number of additional (external) groups participating
	4.5.2 Encourage clubs to maximise court use among members and wider community e.g. golf croquet, gateball, doubles	<ul style="list-style-type: none"> 10% increase in the number of (external) events held
	4.5.3 Where practicable, promote croquet club facilities for non-malletsports related use e.g. social groups, amateur theatre groups, card parties, local business meetings and seminars.	<ul style="list-style-type: none"> 25% increase in the number of additional, non-malletsports events held.
	4.5.4 Investigate opportunities for amalgamation or joint venture with other sporting clubs such as tennis and bowls	<ul style="list-style-type: none"> Investigation completed by VCA-appointed sub-committee Findings reported to COM

Four-year summary

The aim of the four-year summary is to provide an overview of the order in which strategic priorities will be carried out, how long they will take and what their expected completion date will be. Note that the first year is split into two six-month periods to provide greater clarity when starting out.

Strategy	Year 1 July – December 2013	Year 1 January – June 2014	Year 2 July 2014 – June 2015	Year 3 July 2015 – June 2016	Year 4 July 2016 – June 2017
1. Governance					
1.1.1					
1.1.2					
1.1.3					
1.1.4					
1.2.1					
1.2.2					
1.2.3					
1.2.3					
1.3.1					
1.3.2					
1.3.3					
1.4.1					
1.4.2					
1.4.3					
1.4.4					
1.5.1					
1.5.2					

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Strategy	Year 1 July – December 2013	Year 1 January – June 2014	Year 2 July 2014 – June 2015	Year 3 July 2015 – June 2016	Year 4 July 2016 – June 2017
2. Development					
2.1.1 (*VMA M1.3)					
2.1.2 (VMA M1.2)					
2.1.3 (VMA M1.1)					
2.1.4 (VMA M1.4)					
2.1.5 (VMA M2.5)					
2.1.6 (VMA M2.4)					
2.1.1					
2.2.2					
2.2.3 (VMA P2.1)					
2.2.4 (VMA P2.2)					
2.2.5					
2.2.6					
2.2.7 (VMA M2.3)					
2.2.8 (VMA P2.2)					
2.2.9 (VMA P2.3)					
2.3.1 (VMA CO1.5)					
2.3.2 (VMA CO1.1)					
2.3.3 (VMA CO1.2)					
2.3.4					
2.3.5 (VMA CO1.4)					
2.4.1 (VMA CO2.1)					

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*Key: VMA = Victorians More Active Work Plan 2013 – 15, P = Participation, M = Membership, CO = Coaches and Officials

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2.4.2 (*VMA CO2.2)					
2.4.3					
2.4.4 (VMA CO2.3)					
2.4.5 (VMA CO2.4)					
2.5.1					
2.5.2					
2.5.3					
2.6.1					

Strategy	Year 1 July – December 2013	Year 1 January – June 2014	Year 2 July 2014 – June 2015	Year 3 July 2015 – June 2016	Year 4 July 2016 – June 2017
3. Club Environment					
3.1.1 (VMA M2.1)					
3.1.2 (VMA M2.2)					
3.1.3					
3.2.1					
3.2.2					
3.3.1 (VMA P1.4)					
3.3.2					
3.3.3					
3.4.1					

*Key: VMA = Victorians More Active Work Plan 2013 – 15, P = Participation, M = Membership, CO = Coaches and Officials

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Strategy	Year 1 July – December 2013	Year 1 January – June 2014	Year 2 July 2014 – June 2015	Year 3 July 2015 – June 2016	Year 4 July 2016 – June 2017
4. Community					
4.1.1					
4.1.2					
4.1.3 (VMA P1.1, 1.2)					
4.1.4 (VMA P1.3)					
4.1.5 (VMA P1.4)					
4.2.1					
4.2.2					
4.3.1					
4.3.2					
4.3.3					
4.3.4					
4.3.5					
4.4.1					
4.4.2					
4.4.3					
4.5.1					
4.5.2					
4.5.3					
4.5.4					

*Key: VMA = Victorians More Active Work Plan 2013 – 15, P = Participation, M = Membership, CO = Coaches and Officials

Implementation framework

The best strategic plan in the world is of zero use unless:

- People know about it
- People agree with it, or at least support it
- People follow it, and
- People evaluate their progress against it.

The implementation framework is designed to maximise the chances of the above happening and therefore to help the plan achieve its stated objectives.

Step 1 – Communicating the Plan

Once the final draft of the plan has been agreed by the planning sub-committee, the following will occur:

- A summary of the plan will be posted on the Croquet Victoria website
- A link to the summary will be posted on the Malletsports Facebook page
- Copies of the full plan will be available for inspection and comment at appropriate public meetings and forums
- Interested parties may request an electronic or hard copy of the plan from Croquet Victoria

Step 2 – Getting support for the Plan

Croquet Victoria Members will have the opportunity to provide feedback to the Board on the Plan before, during and for a defined period after publication. After this period, a final version of the Plan will be published on all relevant forums. The planning sub-committee welcomes comment and constructive feedback on the Plan.

Step 3 – Following the Plan

Croquet Victoria will make the necessary changes to its structure, policies, processes, systems, staff and operations to ensure that it is able to implement every element of the Plan. This will include:

- Making sure Council members are aware of their new responsibilities
- Making changes to the way staff and management report on and the Board manages progress
- Reviewing policies and procedures to make sure they align with Croquet Victoria's mission and values
- Monitoring strategic and operational plans monthly, quarterly and annually
- Allocating financial, physical and human resources appropriately
- Communicating all relevant documents, progress and consequences to all key stakeholders

Step 4 – Evaluating our progress

Every action taken by the organisation must contribute to the achievement of strategies outlined in the plan. Management will report monthly to the Board and the Board will measure progress. If a strategy is not working, or is taking too long or costing too much, the Board must decide on the best course of action. The Board must report to stakeholders annually what it has achieved and should be held accountable for what it has failed to achieve.