

# Implementation Plan 2024

Approved by Council, 19 February 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<br><i>Responsibility italicised</i>  | Progress as at<br>20 January 2024  | Activities & outcomes<br>2024  | Outcomes 2026  |
|-------------------------------|--|--|--|--|--|
| Capability/ sport development | Support the growth of all forms of mallet sports.<br><br>Grow croquet as a sport as well as a recreational activity. | Run tournaments and other competitive activities.<br><b>T and F*</b>                                     | Participation in competition year April 2021/ April 2022<br><br>GC 791 – 2% increase = 16<br>AC 190 – 2% increase = 4<br><br><i>No information for year to April 2023.</i><br><br>Year to 20 Jan 2024<br><br>GC 987<br>AC 202  | ACTIVITY: Player Development program continues to provide experience for players.<br><br>TARGET: Increase by at least 2% of start number by end of each year<br><br>End 2024 target:<br>GC 1007 (+20)<br>AC 206 (+4)   | 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 (referees, coaches, tournament managers)<br><b>Coordinators</b> | New coaches accredited in 2023 [target 16]:<br><br>GC 41<br>AC 14<br>RC 2<br>GB 3<br><br>New Presenter/Assessor coaches accredited in 2023: No new accreditations. 3 in whole state, only 1 of them travelling beyond local area<br><br>New referees accredited in 2023 [AC target 12]:<br><br>GC: 4 [since July 2023]<br>AC: 0<br><br>New referee tutors appointed in 2023:<br><br>GC ?:<br>AC 0:<br><br>New referee examiners appointed in 2023: ?<br><br>GC refereeing: 18 participants in online courses, only 4 have attempted assessment.<br><br><i>AC refereeing: list is in process of being updated. 18 referees are ID as current.</i> | ACTIVITY: upgrade current coaches to next level and train new coaches.<br><br>OUTCOMES: Plus 6 new level 3 coaches, with some as presenter/assessors (only).<br><br>ACTIVITY: Train coaches in presenting workshops for beginning and developing level players.<br><br>OUTCOME: 1 per completed set of workshops.<br><br>ACTIVITY: Develop pathway for players to transition from Novice to Developing workshops.<br><br>OUTCOME: Plan for implementation..<br><br>ACTIVITY: Induct new GC referee examiners. TARGET: 3 in country, 2 metro.<br><br>ACTIVITY: Accredite more GC and AC referees.<br><br>OUTCOME: 6 more GC referees. 6 more AC referees. | Active networks of coaches, referees and tournament managers across Croquet Victoria                                     |

\* Acronyms and abbreviations are spelt out in full at the end of this document.

| Strategic priorities | Goals for 2026  | Actions<br><i>Responsibility italicised</i>  | Progress as at<br>20 January 2024  | Activities & outcomes<br>2024   | Outcomes 2026  |
|----------------------|---|--|--|---|--|
| Capability/sports    |   |  | Tournament managers: 17 online training sessions in 2022. Awaiting Croquet Australia guidance.   | <p><i>ACTIVITY: Update AC referee database. Set target for AC refs by end 24.</i></p> <p><i>ACTIVITY: Begin developing online networks for coaches and referees.</i></p> <p><i>OUTCOME: xx active participants.</i></p> |  |
|                      |   | Support elite players<br><b>Selection Committees</b>   | <p><i>Need participation levels for years in plan: 2021, 2022, 2023, 2024.</i></p> <p><i>[Peter Freer, Tim Murphy to be approached for data.]</i></p>                                | <p>Continued / increased participation in national events.</p> <p><i>OUTCOME: target to be set when past data available.</i></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.<br><b>Council</b> | Draft options paper presented to December 2023 Council meeting.  | <p><i>ACTIVITY: Discussion of options paper.</i></p> <p><i>OUTCOME: decision by general meeting of Regional delegates.</i></p>  | Options to be delineated using 2022 data and provided for consultation in early 2024.                      |
|                      | 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<br><b>Coordinators</b>  | <p><i>Ricochet: coaching sessions offered to clubs. Number of sessions?</i></p> <p><i>Gateball: no information</i></p> <p><i>GC, AC: no coordinator</i></p>                          | <i>Discussion with Coordinators – to come.</i>  |  |
|                      | Support the growth of all forms of mallet sports.           | Implement national coach development project.<br><b>Coordinator Coaching</b>   | <p><i>See above for number of coaches and referees.</i></p> <p><i>To date less than half the clubs have accredited GC coaches. Have not responded to offer of coach training</i></p> | <i>ACTIVITY: 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.</i>  | Each club has at least one coach and one referee in each of the codes where they have a number of players. |

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|                      | Grow croquet as a sport as well as a recreational activity. |  | <p><i>Report numbers of clubs without GC, AC coaches and referees. Identify Regions (if any) that are particularly lacking.</i></p> <p>Considering clubs with at least 5 players in a code, there is still some way to go.</p>  |   |               |
|                      |   | <p>Develop player pathways from Novice to Advanced. Run player development training sessions around state.<br/><b>SPISC - TMA funded</b></p> | <p><b>Workshops and participants (TMA and club-funded)</b></p> <p>Novice GC: 12 workshops, 60 participants; 6 assistants<br/>Developing GC: 4 workshops, 33 participants<br/>Novice AC: 3 workshops, 16 participants<br/>Developing AC: 2 workshops, 19 participants</p> <p>GC program at 6 clubs with 74 participants.</p> | <p><i>ACTIVITY</i> Run further Player Development workshops.</p> <p><i>TARGET:</i> 4 by 30 June (Mooroopna 3, Warrnambool 2). <b>TMA Objective 2, 23/24.</b></p> <p>6 additional by end 2024.</p>   |               |
|                      |   | <p>Develop training pathways for officials (eg referees, coaches, tournament managers, handicappers).<br/><b>SPISC - TMA funded</b></p>      |   | <p><i>ACTIVITY:</i> Run workshops for handicappers.</p> <p><i>TARGET:</i> 22 participants.<br/><b>TMA Objective 3, 23/24.</b></p> <p><i>ACTIVITY:</i> Training for coaches in TMA workshops.</p> <p><i>OUTCOME:</i> 3 coaches trained. <b>TMA Objective 1, 23/24.</b></p> <p><i>Otherwise waiting on activity by Croquet Australia.</i></p> |               |
|                      |   | <p>Follow through tournament manager training.<br/><b>Chair, T&amp;F</b></p>   |   | <p><i>Waiting on activity by Croquet Australia.</i></p>   |               |

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|                      |                | Set 2026 targets for numbers of trained officials<br><b>State Coordinators, Chair T&amp;F</b> |   | <i>Waiting on Croquet Australia</i>   |               |
|                      |                | Encourage round robin competitions:<br><br>between / within professions;<br><b>Clubs</b>      |   | <i>ACTIVITY: Start conversation: pilot Corporate Cup. Use Fast Five version – teachers in schools?</i>                          |               |
|                      |                | Pilot   |   | <i>OUTCOME: Two areas conduct pilot.</i>  |               |
|                      |                | Follow-up   |   |   |               |
|                      |                | between schools<br><b>Coord Under 21s with clubs and regions</b>                              | 32 clubs, at least one in every region, reported they intended to run activities with local schools in 2023.<br><br>Outcomes to be followed up. | <i>ACTIVITY: Identify new coordinator. Discuss options with club coordinators.</i><br><br><i>OUTCOME: 3 local competitions.</i> |               |

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|-----------------------|--|---|---|--|---------------|
| Governance/management | Maintain commitment to good governance | Manage finances, budget, investment account.<br><b>Council</b>  |   | ACTIVITY: Consider participating in Game Plan.   |               |
|                       |  | Manage compliance with regulatory requirements.<br><b>Executive</b>   |   | Monitor compliance calendar.<br><i>Check risk policy.</i>  |               |
|                       |  | Continue to report against implementation targets. Review progress on strategic plan regularly.<br><b>SPISC</b> |   |  |               |
|                       |  | Stakeholder engagement with Croquet Australia, other state associations<br><b>Officers</b>                      |   | ACTIVITY: 2021 Council survey and skills assessment to be repeated.<br><br>OUTCOME: To be determined by responses.                             |               |
|                       |  | Review constitution at 3 – 5 year intervals.<br><b>Secretary</b>  |   | ACTIVITY: Work in progress.  |               |
|                       |  | Fund Council and committees; provide governance training.<br><b>President</b>                                   | Participated in Good Governance self-assessment sponsored by Sport Aus in 2023. Results and benchmark comparisons being discussed.<br><br>Online training module re workplace bullying identified and recommended to Directors. | ACTIVITY: Directors to complete training module re workplace bullying.<br><br>OUTCOME: 100% completion. <b>TMA Objective 6 (KPI 6), 23/24.</b> |               |

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|  |  |  |   | <p><i>ACTIVITY: Recommend this training to Region and Club elected officers.</i></p> <p><i>OUTCOME: 15% participate. TMA Objective 6 (KPI 8), 23/24.</i></p> <p><i>ACTIVITY: Repeat Council self-assessment.</i></p> <p><i>OUTCOME: Propose further targets for Council improvement based on results of self-assessment. TMA Objective 6 (KPI 7) 23/24.</i></p> |  |
|  |  |  | Support provided for Club secretaries via Zoom meetings.  | <p><i>ACTIVITY: Continue to build network of club secretaries.</i></p> <p><i>OUTCOME: Self-managing group. Target of 20 secretaries contributing. TMA Objective 5, 23/24.</i></p>   |  |
|  |  | Upskill Directors in technology.<br><b>CoM</b>   |   |   |  |
|  |  | Increase the number of women on Council.<br>Implement Directors' portfolios.<br><b>Council</b> | 60% Council members are currently women.  | <p><i>ACTIVITY: revisit Directors' portfolios following Skills Audit.</i></p>   |  |
| Support and develop leadership and effective and inclusive governance. | Investigate employment of a Sport Development Officer.<br><b>President</b> |  | Funding secured for a part-time organiser for 3 years. Positive response from Croquet Australia re collaboration. | <p><i>ACTIVITY: Arrange for employment of organiser using TMA funding. Waiting on Croquet Australia.</i></p> <p><i>OUTCOME: Reach agreement with partner organisation (1). Develop job description (1). TMA Objective 7 KPIs 9 and 10), 23/24.</i></p>  | <p>Effective processes for succession planning and mix of skills on Council</p> <p>Gaps in skills or knowledge identified and tackled</p> <p>Training, mentoring available to new Council members.</p> |



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|                      |                |   |  | <i>Appoint organiser. Deliver TMA funded projects.</i>   |               |
|                      |                | Establish a succession plan for Council, including tackling gaps in skills and knowledge<br><b><i>President and Secretary</i></b> | Redraft of Constitution still In progress.   | Under current Constitution regions acknowledge and act to fill recognised gaps in skills and knowledge.<br><br><i>Refer to constitution Working Group?</i>   |               |
|                      |                | Develop support system for State Coordinators<br><b><i>CoM</i></b>  | No progress  | As per review schedule.<br><b>ACTIVITY:</b> Check take up of Step In Step Up. (Action: Secretary)<br><br><i>Action needed?</i>   |               |
|                      |                | Monitor and develop compliance arrangements.<br><b><i>CoM</i></b>   | 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.<br><br>SPISC has initiated discussion of pilot contact with local indigenous grouping (SW Director); one club is being asked for info on their approach to inclusion (RnB). | <b>ACTIVITY:</b> Conduct and discuss Skills Audit.<br><br><b>OUTCOME:</b> Full membership of all committees.<br><br><b>ACTIVITY:</b> Support initial implementation of Child Safe policy.<br><br><b>OUTCOME:</b> 20% of clubs with Child Safe Champion. <b>TMA Objective 4, 23/24.</b><br><br><b>ACTIVITY:</b> Pursue discussions.<br><br><b>OUTCOME:</b> Report possible approaches to CoM. |               |

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| Membership / recruitment / participation | Build membership and participation | Statewide, support facility upgrade and renewal; ground upgrade and renewal.<br><b>Council and regions</b>                       |   | ACTIVITY: Follow up survey of clubs re state of their courts. Potentially organise turf consultant.<br><br>OUTCOME: Better turf surface for some clubs.  | 300 more members; 600 more non-member participants.<br><br>More young players. 50% of clubs to have members under 21.<br><br>More working people playing: 50% of clubs to have working people playing. |
|  |                                    | Annually update data on club facilities.<br><b>Sec and clubs</b>   |   | ACTIVITY: request clubs to complete annual survey.<br><br>OUTCOME: 100% participation in club survey.  |  |
|  |                                    | Measure participation rates<br><b>Sec and clubs</b>  | More members<br>2021 Jun 2805<br>2023 Dec 2981<br><br>More visitors   |  |  |
|  |                                    | Consider options for strengthening and / or consolidating clubs.<br><b>Regional Directors</b>                                    | 2021 survey 3430<br>2023 survey 3993<br><br>More young players<br><b>NOT ACHIEVED</b><br>2021 survey 12 clubs with juniors<br>2023 survey 8 clubs with juniors<br><br>More working age people<br>2021 survey 54 clubs<br>2023 survey 56 clubs<br><br>37% of new members responding to 2022/23 survey were under retirement age. | ACTIVITY: Reports on facebook, web, Mallet News. Periodic reporting-back on issues and discussion between Regional Directors.  |  |
|  |                                    | Continue to provide opportunities for state level competition and social play for non-elite players.<br><b>T&amp;F and clubs</b> | Being actively supported by T&F, eg via considering modifications to GC Regionals.<br>Improved participation in State GC Handicap Doubles.  | ACTIVITY: T&F is organising social days at VCC (Carnival of Croquet, Fun Weekend).<br><i>Encourage clubs to book buses and bring groups.</i><br><i>TandF to provide clubs with info on bus bookings.</i> |  |

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|  |  | More participants in come and try events, inc. involvement of community groups.<br><b>MandP, clubs</b>   | Not yet done.   | Establish benchmark for 2023 (check progress in later years). Check interpretation of Visitor column in club survey. Exclude affiliated members.   |                                   |
|  |  | Annual Try Croquet Day; opportunities for social participation.<br><b>MandP</b>  | Visitors reported in 2023 survey up close to 4000.  | OUTCOME: More external participants  |                                   |
|  |  | Develop roadmap to support clubs in recovering from COVID<br><b>SPISC with Coordinators</b>  | No longer relevant?   |  |                                   |
| Membership / recruitment / participation | Extend the demographics of participants in croquet | Introduce a new-member survey via the President's welcome letter.  | DONE.<br>Reasons mainly social. Most new members have previously played a sport. More interest in social play than competition. | ACTIVITY: update letter to improve response rate.<br>OUTCOMES: understand reasons for joining; (ultimately) recruit volunteers to assist at state level.   |                                   |
|  |  | Support continued development of school based programs. Encourage clubs / regions to engage with schools, develop junior programs.<br><b>Coord U21s</b>                  | Not achieved.<br>32 clubs aiming to engage with schools. To be followed up. 4 participants in national GC Under 21 competition. | ACTIVITY: Inter-school competitions in 2 regions.<br>ACTIVITY: Encourage interested juniors to sign up and compete in 2025 nationals in Victoria.<br>OUTCOME: Moving towards a squad of young members. | Active State Under 21 Youth Squad |
|  |  | Support clubs in recruiting participants from under-represented groups; family memberships; extended hours when facilities are used.<br><b>Appointed officers; clubs</b> |   | <i>For discussion with project coordinator.</i>  |                                   |

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|                      |                | Help clubs to engage with LGAs, allied health practitioners; plan recruitment.<br><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<br><b>SPISC</b>   |  | <i>Agenda for 2024</i>   |               |
|                      |                | Support development of a regional facility via conversations with Cardinia, Casey; new clubs via conversations with Whittlesea, Wyndham, Hume, Geelong/Surf Coast, Melton.<br><b>CoM; Clubs; Regions</b> |  | <i>ACTIVITY: Whittlesea come and try.<br/>Check future plans with Mallacoota. Secretary.</i>                                   |               |
|                      |                | Work with Croquet Australia to document use and impact of lighting. <b>SPISC</b>   | Inclusion in AS system not finalised.<br>MCC requested to consider evaluating their use of lighting. | <i>ACTIVITY: ?MCC to evaluate use and impact of lighting.<br/>OUTCOME: Check MCC experiences with other clubs with lights.</i> |               |
|                      |                | Lighting provision initially in metro clubs; lighting plan by 2025. Develop relevant competition structures.<br><b>CoM SPISC</b>   |  |  |               |

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|  |  | Improve recording of demographics in member database.<br><b>Sec</b>   | 2023 11 clubs did not respond to survey (inc 2 new clubs).<br>All clubs responded to request for info on gender.<br>No age estimates:<br>2021 12 clubs<br>2023 4 clubs  | <i>ACTIVITY: Encourage clubs to complete demographic section of club survey.</i><br><i>OUTCOME: Increased proportion of clubs responding to demographic questions.</i>                               | Better demographic information to support grant applications.  |
| Financial sustainability / funding / sponsorship | Use its financial resources wisely, diligently and sustainably in pursuit of its goals.<br><br>Enable investment in the development of croquet at club and regional level. | Manage building defects (VCC), maintain courts; manage functions; manage staff (if required)<br><b>VCC SC; Finance SC</b> | <i>Fees increased in 2022 by agreement with Croquet Australia.</i><br><i>VCC subcommittee has prepared detailed budget and forward plan for maintenance and repair.</i> | <i>Depends on outcome of VCC Futures consultation.</i>   | Restructured arrangements for national use of VCC  |
|  |  | Integrate existing activities into new Strategic Plan.<br><b>SPWG SPISC</b>   | Finance reports document source of funding for VCC – member affiliation fees not required.  |  | Affiliation fee is applied exclusively to services to members  |
|  |  | Benchmark fees with like sports.<br><b>Finance SC</b>   | <i>Treasurer has researched this.</i><br><i>Affiliation fees reduced, then held constant.</i>   |  | Lower affiliation fees   |
|  |  | Monitor and share information on funding opportunities at all levels. <b>Pres and Sec</b>                                 | Secretary does this   | <b>Action Secretary</b>  | Processes in place for allocating and evaluating investment in clubs [by end 2022]. Targets to be introduced at that point.<br>ADVICE FROM TREASURER |
|  |  | Collect information on use of artificial turf surface.<br><b>Director as arranged</b>                                     |   | <i>ACTIVITY: collect info on experience of players playing on artificial turf / costs of operation and replacement.</i><br><i>OUTCOME: Equip clubs to discuss artificial turf with funding body.</i> |  |
|  |  | Analyse the cost centres included in the Croquet Victoria budget  | <i>Done.</i><br><i>Grants for club recruitment projects included in budget. Clubs surveyed in 2023 re needs in relation to lawn maintenance.</i>                        | <i>ACTIVITY: Consider club investment requirements re lawns.</i><br><i>OUTCOME: Targeted assistance for clubs.</i>   |  |

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|                      |  | Draft long term budget for duration of plan, prioritising expenditure.<br><b>Treasurer</b>  | DONE prior to approval of Strategic Plan                                 | <i>Action not required.</i>  |   |
|                      |  | Develop and implement a plan for raising funds for Croquet Victoria from external sources, including existing and potential sponsors.<br><b>Not determined – working group?</b> | Finance sub-committee does not see this as their task.                   | <i>ACTIVITY: Identify potential participants in working group. Develop terms of reference. Start work</i><br><br><i>OUTCOME: additional income.</i>  |   |
|                      |  | Explore regional approaches to strengthening and supporting clubs (eg with grant writing)<br><b>Appointed officers</b>  |  | <i>For discussion.</i>   |   |
| Image                | Continue to enhance the image and build the profile of croquet in Victoria.<br><br>Croquet to be recognised as a sport by the wider community. | Provide professional standard marketing resources.<br><b>MandP</b>  | New poster focused on people looking for a new sport.                    | <i>ACTIVITY: Leaflet to be developed in tandem with poster.</i><br><br><i>OUTCOME: Attract more young people and families</i>  | Audience numbers (eg for Kayo).<br><br>Clubs generate more reports in local media including social media. |
|                      |  | Partner with other states and Croquet Australia Academy in publicity matters.<br><b>MandP</b>   |  | <i>ACTIVITY: Curate info on existing live stream footage.</i><br><br><i>OUTCOME: Audience for live streaming; awareness of event; awareness of croquet; enquiries (from former members?)</i> |   |
|                      |  | Promote: develop campaign; review templates, resources and materials. Share success stories.<br><b>MandP</b>  | Shared info on successful recruitment strategies via monthly newsletter. | <i>ACTIVITY: At least one face to face meeting; visits to clubs</i><br><br><i>OUTCOME: Committee members actively engaged and effective</i>  |   |

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|                      |                | Partner: collaborate with VicHealth eg This Girl Can; LGA older adult providers.<br><b>Clubs; MandP; Club Development Officer</b> |  | <i>ACTIVITY: contact LGAs to discuss how croquet could contribute to their health and wellbeing plans.</i><br><br><i>OUTCOME: Croquet to feature explicitly in LGA plans as helping them to provide whole of life wellbeing assets.</i>   |               |
|                      |                | Support use of social media. Measure progress.<br><b>MandP and clubs</b>  | Most clubs report some use of media. Impact not tracked. | <i>ACTIVITY: Develop tracking strategy for social media.</i><br><br><i>OUTCOME: Clubs can track progress and see what strategies are working for them.</i>  |               |
|                      |                | Publicise croquet as a competitive sport.<br><b>MandP</b>   |  | <i>ACTIVITY: Rename Golf Croquet. Discuss possible alternatives and communicate with all states prior to raising issue with WCF.</i><br><br><i>OUTCOME: More distinctive image of croquet.</i><br><br><i>More local publicity (print and TV media) leading to more enquiries at clubs</i> |               |

#### 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   |
| 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  |

**SHADING and TEXT FORMAT**

|                |                                |
|----------------|--------------------------------|
| White          | Activity not envisaged in 2022 |
| Lighter colour | New activity                   |
| Text italic    | Plan yet to be agreed.         |