



Croquet Queensland

Strategic Plan

2017 to 2019

Vision

For croquet in Queensland to be a strong, unified and growing sport that promotes inclusiveness and participation by all.

Mission

To develop, support and promote croquet throughout Queensland by providing opportunities for increased participation, improved marketing, sound governance and strong people and sport development at all levels.

Our Shared Values



Three Year Outcomes

- Increased participation by working age people, families and juniors
- Increased marketing, promotions and awareness of croquet
- Increased quality and quantity and support for volunteers
- Sound governance and management structure and practices at all levels
- Increased number of competitions and events for participants at all levels

Strategic Priorities



IDENTIFICATION

- ◆ **INCORPORATION NAME**
Croquet Association Queensland Inc.
- ◆ **TRADING AS**
Croquet Queensland & Gateball Queensland

- ◆ **WEBSITE**
www.croquetqld.org

- ◆ **OFFICIAL LOGO**



- ◆ **STATE OFFICE**
Sports House
150 Caxton Street, Milton Qld 4064

Telephone: 07 3876 5576
Email: info@croquetqld.org

MEMBER CLUBS

WIDE BAY BURNETT (5)

- 1) Point Lookout
- 2) Hervey Bay
- 3) Sunnyside
- 4) Isis
- 5) Bundaberg

BRISBANE NORTH (6)

- 1) Windsor
- 2) Merthyr
- 3) Eildon
- 4) Toombul
- 5) Mclwraith
- 6) Pine Rivers

SUNSHINE COAST (7)

- 1) Caloundra
- 2) Coolum
- 3) Nambour
- 4) Noosa
- 5) Headland/Buderim
- 6) Bribie Island
- 7) The Range-Maleny

BRISBANE SOUTH (6)

- 1) Wynnum
- 2) Ipswich
- 3) Graceville
- 4) East Brisbane
- 5) Stephens
- 6) Ipswich Gateball

CENTRAL QUEENSLAND (5)

- 1) Rockhampton
- 2) Gracemere
- 3) Mackay
- 4) Capricorn Coast
- 5) Gladstone

GOLD COAST TWEED (7)

- 1) Tamborine Mountain
- 2) Murwillumbah
- 3) Burleigh Heads/Palm Beach
- 4) Coolangatta
- 5) Broadbeach
- 6) Tweed Heads
- 7) Southport

DARLING DOWNS (4)

- 1) West Toowoomba
- 2) Toowoomba
- 3) Dalby
- 4) Laurel Bank

OUR SPORT

Croquet is:

- An International game played in over 20 countries
 - A National sport with over 9000 registered players in Australia and almost 1500 registered in Qld
 - Played in 7 of the State & Territory Associations and has over 250 registered Clubs
 - Primarily played by both men & women of older ages but is gaining popularity amongst the younger generations
 - A low impact sport suitable for all ages, genders, backgrounds and abilities
 - Accessible to all
 - A great way to participate as a player, coach, referee, administrator or as a volunteer
 - An opportunity to connect with friends & stay fit, healthy and mentally active
-
-

BACKGROUND

About Croquet Queensland:

Croquet Queensland is the registered name of Croquet Association Queensland Inc (CAQ), a non-profit organisation. The object of CAQ is to promote, organise and develop the sport of Croquet in the State of Queensland.

CAQ has forty (40) Member Clubs, all of which are autonomous incorporated Croquet Clubs. These Clubs are designated into geographical regions. The members of these Clubs are the CAQ registered players.

The general control and management of the affairs, property and funds of CAQ is vested in the State Management Committee. This committee consists of the Office Bearers (President, Vice President and Treasurer) and Regional Delegates (each also representing the interests of the Members and registered players in their region). The committee delegates some of its powers to elected or appointed sub-committees or specific Duty Officers.

CAQ is a member of the national Croquet organisation, Australian Croquet Association Inc, trading as Croquet Australia.

An interesting team mallet sport, 'Gateball', while not strictly a croquet game, also comes under the auspices of CAQ, who has registered the name Gateball Queensland.

Croquet Queensland Profile

- ❖ **Predominantly an ageing demographic with over 75% of players aged 50+ years**
 - ❖ **Over 1320 participants with many social players**
 - ❖ Participation from men and women
 - ❖ Ability to play at all ages
 - ❖ 40 affiliated clubs throughout Queensland
 - ❖ State-wide representation covering 7 regional areas
 - ❖ Strong volunteer base
 - ❖ Successful competition structure across the entire State
 - ❖ Talent Identification programs
 - ❖ Coach and referee development programs
 - ❖ Participation in National Championships
 - ❖ Excellent relationship with all levels of Government
-
-

CORE BUSINESS

- To operate and manage croquet activities in Queensland in accordance with the goals and objectives stated in the CAQ constitution.
- Develop participation and development programs and co-ordinate special events in partnership with Regions and Clubs.
- Provide effective leadership through strategic planning, quality management and strong support and development of clubs and participants.
- Develop and provide education and training opportunities for coaches, referees, officials and volunteers.
- Promote the sport of croquet throughout Queensland.
- Maintain links with key stakeholders and provide effective communication structures across all levels of the sport.
- Provide leadership and co-ordination of State Competitions and State teams for Australian Championships.
- Establish a development framework that incorporates clear pathways and a transparent and equitable Talent Identification Process (TID) process.
- Develop products and services to support growth and development of croquet Clubs in the areas of:

- Participation development	- Grants & funding
- Volunteer development	- Governance
- Financial management	- Website management
- Policy development	- Risk management
- Member Protection	- Member servicing
- Marketing & promotions	- Database management

Total members	1384
Female	896
Male	488
Juniors	8

Association Croquet	549
Gateball	165
Golf Croquet	1095
Ricochet	533

Coaches all different levels	270
Assoc Coach Beginner	73
Assoc Coach Lvl1	47
Assoc Coach Lvl2	4
Assoc Coach Lvl3	2
Gateball Coach	0
Golf Coach Lvl0	75
Golf Coach Lvl1	31
Golf Coach Lvl2	1
Ricochet Coach	37

Referees all different levels	110
Assoc Examining Referee	5
Gateball Examining Referee	0
Gateball Referee Int	1
Gateball Referee Lvl1	1
Gateball Referee Lvl2	2
Golf Examining Referee	3
Referee Association	55
Referee Gateball	0
Referee Golf	43
Referee Ricochet	0

Juniors female	6
Juniors male	2
Open female	121
Open male	68
Masters female	789
Masters male	398

Vision and Mission	Strategic Priorities	Summary
<p><u>Our Vision</u> <i>For croquet in Queensland to be a strong, unified and growing sport that promotes inclusiveness and participation by all.</i></p> <p><u>Our Mission</u> <i>To develop, support and promote croquet throughout Queensland by providing opportunities for increased participation, improved marketing, sound governance and strong people & sport development at all levels.</i></p>	<p>1. Participation Development</p>	<p>To increase the number and diversity of people participating in social and competitive croquet (and mallet sports), particularly working-aged people, families and juniors.</p>
	<p>2. Marketing & Promotions</p>	<p>To improve the image and enhance the profile of croquet in Queensland. To effectively engage with stakeholders & increase the financial sustainability of Croquet Queensland through commercially viable programs that will attract government & commercial support.</p>
	<p>3. Sport Development</p>	<p>To build the capacity and performance within the sport through clear pathways for players, coaches, referees and officials. To build the capacity of croquet clubs to grow and deliver relevant and effective services to existing and new participants.</p>
	<p>4. Governance & Management</p>	<p>To provide leadership and direction as the recognised peak body for croquet in Queensland in accordance with the ASC's 'sports governance principles'. Review the CAQ governance structure and implement sound governance practices, improved administration, effective communication systems and sound financial management across all levels of the sport.</p>
	<p>5. Competitions & Events</p>	<p>To provide competitions and events that provide increased participation opportunities for people at all ages, genders, ability levels and backgrounds. To continue to provide integrated competitions and clear pathways for those wishing to pursue higher levels of sports participation.</p>

ENVIRONMENTAL ANALYSIS	STRENGTHS	WEAKNESSES
<p>INTERNAL</p> <ol style="list-style-type: none"> 1. Organisation 2. Products/Services 3. Customers 4. Competitors 5. Market 	<ul style="list-style-type: none"> • Competitive opportunities • Competitions & events • Representative opportunities • Financial management • Player Dev • Coach Dev • Referee Dev • Commitment of volunteers 	<ul style="list-style-type: none"> • Marketing & promotions – profile & image of the sport • Sponsorship • Facility development • Capacity building • Member recruitment & retention • Links with federal, state and local governments • Communication with members • Education & training – pathways, development, resources • Flexible delivery – fee structures, social products
OPPORTUNITIES		THREATS
<p>EXTERNAL</p> <ol style="list-style-type: none"> 1. Gov't & Policies 2. Societal & Ethical 3. Technological 4. Economic 5. Environmental 6. Legal 	<ul style="list-style-type: none"> • Population growth & demographics – Under 50's • Social sport – can be played by all ages & abilities • Funding - State & Local Governments & corporates • Technological advancements • Cost of participation – cheap sport to play • Community links/networking – social events • Aging population – ↑ in participants & volunteers • ↑ choice of sport, recreation & leisure activities • Changing work structures – weeknight competitions • Decline in bowling numbers & availability of facilities • Partnerships with organisations & facility sharing – cricket, bowls, military parade grounds, universities • Lobbying with local and State Governments re facility development/sharing, social inclusion initiatives • PCYC/YMCAs – croquet to be a part of their programs • New national 'one brand' strategy for the sport 	<ul style="list-style-type: none"> • Availability of volunteers • Available time of participants/volunteers - diminishing • Changing social values • Economic issues – cost of living, limited funding • Work/life balance • Cost of participation – equipment, travel, events • Aging population – lack of younger people in the sport • Lack of facilities • Limited government and other funding

Strategic Priority	Objectives
1. Participation Development	1.1. Increase overall croquet participation across all disciplines 1.2. Increase participation by working-age people, families and junior participants 1.3. Increase the number of croquet Clubs 1.4. Increase participation by under-represented groups
2. Marketing & Promotions	2.1. Improve the marketing, profile and image of croquet 2.2. Increase the exposure and awareness of croquet via key special events 2.3. Develop improved communication methods with key stakeholders 2.4. Utilise other State Sporting Organisations (SSO's), local Councils and corporate sponsors to assist with promoting croquet 2.5. Secure a major sponsor for State teams and State tournaments
3. Sport Development	3.1. Increase the quantity and quality of coaches, referees, volunteers and players at all levels 3.2. Establish a State-wide Mentoring Program for coaches and referees 3.3. Implement a State Volunteer Management Program
4. Governance and Management	4.1. Review the CAQ governance structure, constitution and processes 4.2. Continue to improve the financial viability and sustainability of CAQ 4.3. Continue to improve member servicing and build relationships with key stakeholders 4.4. Continue to maintain a state-wide database (My Croquet) for use by all Clubs
5. Competitions & Events	5.1. Increased participation opportunities at existing CAQ events & competitions 5.2. Continue to review the handicapping systems for all codes

Objectives	Method of Delivery	Success Measure/KPIs
1. PARTICIPATION DEVELOPMENT		
1.1 Increase overall croquet participation across all disciplines	<ul style="list-style-type: none"> Assist and support Clubs to deliver a series of Come n Try programs across the 7 regions annually, targeting total up to 150 new participants annually Provide fee incentives (50% off CAQ fees) to Clubs who convert a minimum of 10% of Come & Try participants annually to registered CAQ members Assist and support Clubs to deliver a series of 4 week Croquet programs in 7 schools across the 7 regions, targeting 100 school children annually <p>Please Note: The schools program may be delivered in the future as part of the ACA's link with the ASC's Sporting Schools program (refer below)</p>	<ul style="list-style-type: none"> 10 Come n Try Programs delivered across 7 regions, targeting 150 people annually ↑ registered players by at least 3% (41 players) by Dec 2019 Fee incentive for Clubs who convert 10% of Come & Try participants to members 7 school programs delivered across 7 regions targeting 100 children annually
1.2 Increase participation by working-age people*, families and junior participants <i>* average working is 25-64 years according to Australian Institute of Health & Welfare 2015</i>	<ul style="list-style-type: none"> Implement the ACA's program to introduce working-age people and families to croquet – by way of social programs and subsequent competitive opportunities Investigate opportunities to utilise the ASC's Sporting Schools program and the ACA National Junior U21 program to increase participation by juniors Obtain guidelines from ACA to pass on to Clubs to build relationships with local Councils to achieve lighting installations & facility development/upgrades 	<ul style="list-style-type: none"> ACA program for working-age people & families implemented by end of 2017 Sporting Schools and National U21 program investigated by Dec 2017 Increase in working-age members by 10% & juniors by 25% by 2019 Increased number of Qld Clubs with enhanced facilities by 2019
1.3 Increase the number of croquet Clubs	<ul style="list-style-type: none"> Identify areas to establish at least 2 new satellite/associate clubs, eg. 50+ residential facilities, retirement villages where croquet is played already Partner with organisations with similar membership demographics, facilities and activities, eg. Bowls, golf, country clubs, Over 50s, aged care facilities Develop and promote a 'Benefits of Affiliation' package Clubs to trial flexible membership categories and provided feedback to ACA 	<ul style="list-style-type: none"> Areas for potential satellite Clubs identified by end of 2019 2 new Clubs affiliated with CAQ by 2019 ↑partnerships with similar organisations 'Benefits of Affiliation' document established by 2018 New flexible membership categories trialled by Clubs by end of 2019
1.4 Increase participation by under-represented groups	<ul style="list-style-type: none"> Gather more specific participant data on under-represented groups Promote and align with the ASC 'Play by the Rules' and the seven pillars strategies Implement ACA strategies to recruit and retain participants from under-represented groups, eg. People with disabilities, NESB, ethnic groups, organisations etc 	<ul style="list-style-type: none"> Gather benchmark data on under-represented groups by 2019 ACA's brand association with 'Play by the Rules' implemented by end of 2017 Seek to align with at least one under-represented group by end of 2019

Objectives	Method of Delivery	Success Measure/KPIs
2. MARKETING & PROMOTIONS		
2.1 Improve the marketing, profile and image of croquet	<ul style="list-style-type: none"> • Review the results of market research conducted by ACA re croquet in Australia • Review the ACA marketing plan and outcomes and adopt if appropriate • Review the ACA’s new brand, logo and slogan and adopt a National brand (with other States/Territories) if appropriate • Promote the new marketing brand and promotions templates to all Clubs 	<ul style="list-style-type: none"> • Review ACA market research – by 2017 • Adopt marketing plan, outcomes & brand if appropriate – by end of 2017 • Promote new brand to Clubs – by 2018
2.2 Increase the exposure and awareness of croquet via key special events	<ul style="list-style-type: none"> • Promote croquet through 4 special events delivered annually – World Croquet Day, Seniors Week, Charity Day and the Vet Affairs ‘Mates for Mates’ program • Provide assistance to 40 Clubs throughout Qld to celebrate World Croquet Day in May each year through supporting promotional activities and events 	<ul style="list-style-type: none"> • CAQ promotion & delivery of 4 key special events - annually • Promotional support provided to 40 Clubs in May each year to celebrate World Croquet Day
2.3 Develop improved communication methods with key stakeholders	<ul style="list-style-type: none"> • Review ACA Marketing & Communications plan to improve communication with key stakeholders and adopt if appropriate • Review website & database design to enhance functionality & features • Expose croquet to all forms of the media – including electronic & social media • Improve communication between CAQ, Clubs and members through: <ul style="list-style-type: none"> - Monthly newsletters (e-newsletter & website link); - Emails, Facebook, summary minutes and meetings on a monthly basis • Survey stakeholders annually via an on-line survey to measure the level of satisfaction/engagement 	<ul style="list-style-type: none"> • Review ACA communications plan and adopt if appropriate – by end of 2017 • CAQ website and database design, functionality reviewed by end 2017 • Facilitate 5 exposures of the sport per annum • Improved communication with Clubs and members - ongoing • CAQ on-line member satisfaction survey conducted annually
2.4 Utilise other SSO’s, local Councils and corporate sponsors to assist with promoting croquet	<ul style="list-style-type: none"> • Obtain guidelines from ACA to pass on to Clubs to establish or enhance relationships with local Councils and corporate sponsors • Establish relationships with key State Sporting Organisations (SSO’s) to help promote the sport 	<ul style="list-style-type: none"> • ACA guidelines provided to Clubs by end of 2017 • CAQ relationship established with at least one other SSO by end of 2019
2.5 Secure a major sponsor for State teams and State tournaments	<ul style="list-style-type: none"> • Analyse database to identify potential sponsors from within the membership • Develop a list of potential sponsors that have aligned objectives with CAQ • Develop a sponsorship template, plan and proposal to target potential sponsors 	<ul style="list-style-type: none"> • Sponsorship collateral developed & new sponsors secured by end 2018

Objectives	Method of Delivery	Success Measure/KPIs
3. SPORT DEVELOPMENT		
<p>3.1. Increase the quantity and quality of coaches, referees, volunteers and players at all levels</p>	<ul style="list-style-type: none"> • Develop an annual schedule for coach, referee and official training courses • Provide assistance to groups/participants to complete the on-line theory part of the ACA coach, referee & official course through hiring of computer labs • Deliver 7 Coach Accreditation / Re-accreditation courses annually across all regions targeting 14 coaches at varying levels each year • Deliver 7 Referee Accreditation / Re-accreditation courses annually across all regions targeting at least 14 referees at varying levels each year • Conduct a 1 x 1 day Coach Conference in SE Qld each year • Conduct a 1 x 1 day Referee Conference in SE Qld within the next 3 years • Conduct a series of player development clinics rotated around each region on an annual basis 	<ul style="list-style-type: none"> • Calendar for coach, referee & official courses developed annually • 7 Coach courses held annually targeting 14 coaches at varying levels • 7 Referee courses held annually targeting at least 14 referees at varying levels • 1 x 1 day Coaching Conference held annually in SE Qld • 1 x 1 day Referee conference held in SE Qld by the end of 2019 • Rotational program of regional player development clinics annually
<p>3.2. Establish a State-wide Mentoring Program for coaches and referees</p>	<ul style="list-style-type: none"> • Review the ACA plan to establish a mentoring program for coaches and referees and adopt if appropriate • Utilise the framework of the ACA mentoring plan to establish a CAQ Mentor Program for coaches and referees in each region • Identify talented and appropriately qualified coaches and referees in each region to act as Mentors for the CAQ Mentor Program • Identify potential coaches and referees to participate in regional mentor programs 	<ul style="list-style-type: none"> • Review ACA mentor plan developed by end of 2018 • CAQ Mentor Program established in each region by end of 2019 • ↑ in quality & quantity of coaches & referees in each region by 2019
<p>3.3. Implement a State Volunteer Management Program</p>	<ul style="list-style-type: none"> • Review the new ACA National Volunteer Management Program and adopt if appropriate • Ensure all key volunteer roles have position descriptions and clear policies and procedures • Develop strategies for the support and recognition of volunteers • Encourage ownership of the sport through volunteer activities 	<ul style="list-style-type: none"> • ACA VMP reviewed and adopted if appropriate – by end of 2018 • Volunteer satisfaction survey conducted by end of 2018 • Increase in volunteer recruitment & retention by 10% by end of 2019

Objectives	Method of Delivery	Success Measure/KPIs
4. GOVERNANCE & MANAGEMENT		
<p>4.1. Review the CAQ governance structure, constitution and processes</p>	<ul style="list-style-type: none"> • Review the CAQ governance structure and constitution to align with ACA and best practice with associated changes made and adopted by 2018 AGM • Review all CAQ Management Committee & key volunteer position descriptions annually, with associated updates made & adopted at the AGM • Develop & implement Terms of Reference (TORs) for all CAQ Sub-Committees and review annually with associated updates made and adopted at the AGM • Undertake a review & gap analysis of existing CAQ policies & procedures (P&Ps) • Review at least 5 policies annually & make associated updates by Dec each year • All members of the CAQ Management Committee to attend Governance training and induction re basic roles and responsibilities on an annual basis • Develop and implement a CAQ governance policy 	<ul style="list-style-type: none"> • CAQ constitution & governance structure reviewed by 2018 AGM • CAA Management Committee & key volunteer PDs reviewed by end 2018 • TORs developed for all CAQ Sub-Committees by 2018 AGM • Gap analysis of CAQ P&Ps by Dec 2018 • Governance training for members of CAQ Management committee – ongoing • Governance policy developed and implemented by end 2018
<p>4.2. Continue to improve the financial viability and sustainability of CAQ</p>	<ul style="list-style-type: none"> • Retain at least the same funding levels from State Government as previous cycle • Develop & implement a financial policy & associated procedures by Dec 2018 • Secure additional revenue through other grants and sponsorship 	<ul style="list-style-type: none"> • State gov't funding maintained at a level of at least \$33000/year from 2017-2019 • Financial P&Ps developed by Dec 2018 • Secure at least one new sponsor and one additional grant – by end of 2019
<p>4.3. Continue to improve member servicing and build relationships with key stakeholders</p>	<ul style="list-style-type: none"> • Develop & implement a rotational visitation program to 3 regional groups annually to assist to promote a weekend conference for all local Clubs • Conduct one CAQ Member Forum by 2019 outside of SE Qld in October attracting at least 60 Club administrators • CAQ to rotate sub-committee representation at Management Committee meetings at least twice a year • Continue to attend Q Sport and NPSR meetings/workshops - ongoing • Investigate the feasibility of paid, part-time office staff at CAQ • Appoint a Member Protection Investigation Officer to oversee/investigate membership issues and ensure adherence to CAQ policies & procedures 	<ul style="list-style-type: none"> • Conduct at least 3 regional development visits on a rotational basis annually • Hold 1 x Member Forum outside SE Qld in October between 2017-2019 • CAQ Sub-Committees represented at CAQ Management meetings bi-annually • Attend Q Sport & NPSR meetings • Workforce review conducted by 2019 • MPIO appointed by 2019
<p>4.4. Continue to maintain a state-wide database (My Croquet) for use by all Clubs</p>	<ul style="list-style-type: none"> • CAQ to provide and maintain an on-line database of contacts - media, web page, government – for use by all Clubs. • Continue to expand the information contained in the on-line database to ensure it is relevant and practical in assisting clubs, particularly with running events. • Appoint a Membership Officer (Registrar) 	<ul style="list-style-type: none"> • Database reviewed & updated annually • Regularly update website with current & practical information for Clubs - ongoing • Membership Officer appointed by 2019 • Functionality of website & database improved by Dec 2019

	<ul style="list-style-type: none"> Review design and functionality of database and website – to maintain accurate records of accreditations, ability to flag renewal dates for accreditations, etc 	
--	---	--

Objectives	Method of Delivery	Success Measure/KPIs
5. COMPETITIONS & EVENTS		
5.1. Increased participation opportunities at existing CAQ events & competitions	<ul style="list-style-type: none"> Promote and deliver new competitions for Division 3 and 4 to progress Regions to participate in State level events (trial in 2017 & take to Regions in 2018/2019) Promote and deliver the 23 scheduled CAQ events as per the calendar Promote participation in croquet through the delivery of 4 key special events annually – World Croquet Day, Seniors Week, Charity Event and the Veterans Affairs ‘Mates for Mates’ program Promote and deliver the National Croquet Championships in 2017 	<ul style="list-style-type: none"> New competitions for Div 3 & 4 trialled in 2017 & delivered annually in 2018/2019 CAQ promotion & delivery of 23 scheduled croquet events annually CAQ promotion & delivery of 4 key special events - annually Successful delivery of the 2017 National Croquet Championships
5.2. Continue to review the handicapping systems and rule books for all codes	<ul style="list-style-type: none"> Continue to review the handicapping systems for all codes with the aim of aligning the systems as much as possible with the National systems. Ensure consistency, education and communication of the ACA Handicapping system In consultation with ACA, review and update the rules books for all codes 	<ul style="list-style-type: none"> Handicapping systems reviewed for all codes on an annual basis ACA Handicapping system consistently communicated to all CAQ Clubs and members – ongoing Rules books for all codes updated by 2019