

CROQUET NEW SOUTH WALES

# **STRATEGIC PLAN**

1 January 2017 to 31 December, 2019

<b>VISION</b>	Building a vibrant successful croquet community in NSW
<b>MISSION</b>	<p>To operate as the peak body for croquet in NSW.</p> <p>To demonstrate best practice governance and delivery of services in supporting affiliated clubs.</p> <p>To administer and develop the sport of croquet</p> <p>To promote and improve the image of the sport for all ages and abilities</p>
<b>OUTCOMES</b>	<p>Provide appropriate leadership and unified direction for the sport across Australia by:</p> <ul style="list-style-type: none"> <li>• Adopting a modern, sound, practical and effective governance structure and constitution.</li> <li>• Reviewing and modernising the organisation's policies and procedures</li> </ul> <p>Improve the image and enhance the profile of the sport by:</p> <ul style="list-style-type: none"> <li>• Developing a new brand to embrace a national, state, regional and club identity.</li> <li>• Achieving recognition and sponsorship.</li> <li>• Improving the results of Australian croquet players at nominated international events.</li> </ul> <p>Increase participation across all forms of croquet and build capacity and capability by:</p> <ul style="list-style-type: none"> <li>• Investigating and if validated, adopting other forms of club membership.</li> <li>• Developing a program to target working-age people and a program to target juniors and increase membership in these categories</li> </ul>

<b>STRATEGIC PRIORITIES</b>		
<b>1</b>	<b>GOVERNANCE AND MANAGEMENT</b>	To provide leadership and direction as the state body for croquet in NSW using ASC 'best practice' governance.
<b>2</b>	<b>MARKETING AND PROMOTION</b>	To improve the image and enhance the profile of croquet.
<b>3</b>	<b>FUNDING AND SPONSORSHIP</b>	To access a greater range of sporting grants and attract sponsorship for sport development and events.
<b>4</b>	<b>RECRUITMENT AND PARTICIPATION</b>	To improve retention levels and increase the number of people participating in the sport.
<b>5</b>	<b>SPORT DEVELOPMENT</b>	To build capacity and performance within the sport through clear pathways for players, coaches and officials.

<b>1 GOVERNANCE AND MANAGEMENT</b>	
<b>Strategic Priority</b>	<b>To provide leadership and direction as the state body for croquet in NSW using ASC 'best practice' governance.</b>
<b>Objective 1.1</b>	<b>Establish a regional structure across NSW</b>
Method of Delivery	<ul style="list-style-type: none"> <li>Investigate existing informal club alliances and suggest possible alliances.</li> <li>Establish policy for a regional governance structure.</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>New delegate structure is in place by the 2018 AGM</li> </ul>
<b>Objective 1.2</b>	<b>Review policies and procedures to ensure legal compliance and effective and responsible SSO management.</b>
Method of Delivery	<ul style="list-style-type: none"> <li>Review existing governance policies and procedures.</li> <li>Review existing financial policies and procedures.</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>CNSW policies and procedures reviewed by 31 December 2017.</li> <li>CNSW has a 12-month agenda plan with review dates for policies and projects established by December 2017.</li> </ul>
<b>Objective 1.3</b>	<b>Review the ability of CNSW capacity to manage organisation effectively.</b>
Method of Delivery	<ul style="list-style-type: none"> <li>Ensure that CNSW Officers and committees have clearly defined roles and delegated responsibilities and authorities with position descriptions and terms of references.</li> <li>Develop a method of feedback from officers, committees and members.</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>Position descriptions and terms of references developed for all positions and committees by 30 June 2017.</li> <li>Communication between Board, officers and members is consistent and effective as reported by stakeholders as at 31 December 2016.</li> </ul>
<b>Objective 1.4</b>	<b>Establish Complaints Management Process</b>
Method of Delivery	<ul style="list-style-type: none"> <li>Review the MPP</li> <li>Establish procedure for handling complaints and appoint a Complaints Officer</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>MPP Policy reviewed by end of Q1 2017</li> <li>Complaints management process in place by the end of Q2 2017</li> </ul>
<b>Objective 1.5</b>	<b>Implement a volunteer management program for CNSW.</b>
Method of Delivery	<ul style="list-style-type: none"> <li>Ensure all volunteer positions are covered by policies and procedures.</li> <li>Develop strategies for support and recognition of volunteers.</li> <li>Encourage ownership of the sport through volunteer activities.</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>Volunteer management program developed by 31 December 2018.</li> <li>Annual survey of volunteers on the quality of their experience by 31 December 2017.</li> <li>Increase of 10% in volunteer recruitment and retention by 31 December 2018.</li> </ul>

<b>2</b>	<b>MARKETING AND PROMOTION</b>
<b>Strategic Priority</b>	<b>To improve the image and enhance the profile of croquet.</b>
<b>Objective 2.1</b>	<b>Upgrade communication methods.</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Develop a communications plan to allow effective communication between CNSW and its key internal and external stakeholders.</li> <li>• Integrate website and social media.</li> <li>• Expose the sport to radio, television, print and social media.</li> <li>• Review format and method of delivery of CNSW magazine</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• Communications plan developed by July 2017.</li> <li>• CNSW website revamped by end of Q2 2017.</li> <li>• Review of CNSW magazine completed by 30 June 2017.</li> </ul>
<b>Objective 2.2</b>	<b>Refresh the brand and align with the ACA.</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Liaise with ACA about a cascading national brand.</li> <li>• Provide marketing material to clubs (creating signs, flyers and other advertising material).</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• New logo for state teams by end 2017</li> <li>• Marketing materials available by end 2018</li> </ul>

<b>3</b>	<b>FUNDING AND SPONSORSHIP</b>
<b>Strategic Priority</b>	<b>To access a greater range of sporting grants and attract sponsorship for sport development and events.</b>
<b>Objective 3.1</b>	<b>To maintain existing Sports Development Program Grant</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Reduced administration requirement for SDP Grant</li> <li>• Clubs provided with instruction and training in data entry.</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• SDP Grant process has reduced administration.</li> </ul>
<b>Objective 3.2</b>	<b>To be awarded funds under the Sports Development Grant</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Identify programs and projects that meet the criteria</li> <li>• assist clubs in securing infrastructure (grants)</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• CNSW is awarded at least one grant during 2017</li> <li>• Increase success rate for clubs gaining grants from 30% to 50%</li> </ul>
<b>Objective 3.3</b>	<b>Retain sponsorship for state teams and gain sponsorship for state events.</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Communicate with existing sponsors</li> </ul>

	<ul style="list-style-type: none"> <li>• Profile the membership to determine possible benefits to sponsors.</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• Current sponsor is maintained and sees value in the relationship.</li> <li>• One of the state championships is sponsored by 31 December 2018.</li> </ul>

<b>4</b>	<b>RECRUITMENT AND PARTICIPATION</b>
<b>Strategic Priority</b>	<b>To improve retention levels and increase the number and diversity of people participating in the sport.</b>
<b>Objective 4.1</b>	<b>Retain existing members and attract new members</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Facilitate creation of croquet clubs</li> <li>• Create entry and exit surveys</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• Increase the number of affiliated clubs to 75 by the end of the plan</li> <li>• Survey process in place by end of Q1 2017</li> <li>• Data available by Q3 2018</li> </ul>
<b>Objective 4.2</b>	<b>Broaden demographic through programs targeting working-age people, recent retirees, and U21 participants</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Provide guidelines and promotional material</li> <li>• Offer corporate and team building facilities</li> <li>• Promote more widely the U21 Championship</li> <li>• Create a scholarship for U21 players</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• Increase in the proportion of working-age and U21 participants</li> <li>• Increase the number of CNSW entrants into the national U21 championship</li> </ul>
<b>Objective 4.3</b>	<b>Increase entries in regional and state events</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Align the tournament program to the pathways for player development</li> <li>• Regionalisation ???</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• Regional events with acceptable numbers of entries by Q3 2018</li> </ul>
<b>Objective 4.4</b>	<b>Increase participation by under-represented groups.</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Promote and align with <i>ASC Play by the Rules</i> and the <i>Seven Pillars of Inclusion</i> strategies.</li> <li>• Develop strategies to recruit and retain people with disabilities.</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• Seek to align with at least 2 SSOs that cater for under-represented groups by 31 December 2017.</li> <li>• Brand association with <i>Play by the Rules</i> by 31 March 2017.</li> </ul>

<b>5</b>	<b>SPORT DEVELOPMENT</b>
<b>Strategic Priority</b>	<b>To build capacity and performance within the sport through clear pathways for players, coaches and officials.</b>
<b>Objective 5.1</b>	<b>Increase the quantity and quality of players, coaches, officials at all levels.</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Introduce a program for player development which includes high performance (HP) management.</li> <li>• Implement a graduated CNSW tournament program</li> <li>• Implement ACA Coaching Program for Level 1 and 2 coaches</li> <li>• Establish a reaccreditation system for referees in AC and GC.</li> <li>• Develop a plan to establish mentoring programs for referees at all levels in each state.</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• CNSW championship events are fully subscribed by Q4 2019</li> <li>• An agreed number of Level 1 and 2 coaches in each region</li> <li>• Reaccreditation of referees completed by Q2 2018</li> <li>• Mentoring program for referees in place by Q4 2018</li> <li>• Success in winning the ISC or ISS by 2019</li> </ul>
<b>Objective 5.2</b>	<b>Facility Development</b>
Method of Delivery	<ul style="list-style-type: none"> <li>• Determine the best option for the CNSW HQ and playing facilities</li> <li>• Investigate potential for regional facilities</li> </ul>
Success Measure	<ul style="list-style-type: none"> <li>• Option for CNSW HQ and playing facilities finalised by Q42017</li> <li>• Tempe provides adequate facilities until Q4 2019</li> </ul>