

Canberra Croquet Club – Strategic Plan 2018 - 2023

PURPOSE

One of the best croquet clubs in Australia

VISION

Valued members, playing and enjoying good croquet

WE WILL ACHIEVE THIS BY:

Providing great lawns, equipment and clubhouse.

Nurturing an active well run club of friendly, inclusive, skilled and competitive members.

PRIORITIES:

1. Develop and sustain an active membership
2. Promote and support excellence in competition and play
3. Develop and maintain high quality lawns, facilities, equipment and clubhouse
4. Ensure a well run club with sound financial management, good governance and effective communication

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PRIORITY	STRATEGY	PERFORMANCE MEASURES
1. Develop and sustain an active membership		
A. Determine an optimum membership level	<ul style="list-style-type: none"> <input type="checkbox"/> conduct member survey(s) annually <input type="checkbox"/> Research other club membership 	<ul style="list-style-type: none"> <input type="checkbox"/> 5 year membership targets in place
B. Recruit and retain members	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a recruitment strategy and monitor success (eg U3A, Come+Try, Introductory Coaching, twilight GC, twilight gateball, etc) 	<ul style="list-style-type: none"> <input type="checkbox"/> Recruitment strategy in place <input type="checkbox"/> Membership targets achieved
C. Encourage and facilitate members playing any mallet disciplines	<ul style="list-style-type: none"> <input type="checkbox"/> delivery of playing options (croquet, golf croquet, gateball) in annual calendar, social draws & special events <input type="checkbox"/> seek member views on playing opportunities & preferences <input type="checkbox"/> deliver regular social activities 	<ul style="list-style-type: none"> <input type="checkbox"/> Regular social playing calendar to suit member preferences and skills <input type="checkbox"/> Players increase skill level and variety of mallet sports played <input type="checkbox"/> organisational support (eg tournament managers, coaching support) in place <input type="checkbox"/> Annual survey of playing preferences <input type="checkbox"/> regular social activities held (eg Twilight croquet, club special events, barbecues, annual dinner etc)
D. Encourage and acknowledge member contributions	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise voluntary contributions in newsletters (eg club, CNSW, ACA) and through regular announcements to members thanking volunteers <input type="checkbox"/> Seek external recognition of club members contributions to croquet in Australia 	<ul style="list-style-type: none"> <input type="checkbox"/> Record of any public recognition gained <input type="checkbox"/> Volunteers satisfied their contributions are valued

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2. Promote and support Excellence in Play and Competition		
A. Aim to be the most successful competitive club in NSW	<ul style="list-style-type: none"> ❑ Encourage and support member entries in regional/state and national teams ❑ Enter teams in NSW pennant events ❑ Support coaching and training for club rep members ❑ Develop a feasibility plan to build a junior development squad 	<ul style="list-style-type: none"> ❑ Club identifies events in which to enter club teams by December of each year ❑ Canberra teams achieve finals in all GC Pennant Divisions ❑ Canberra members represented in major state and national competitions ❑ Feasibility plan for junior development squad by end 2018
B. Promote and support competition opportunities for all club members	<ul style="list-style-type: none"> ❑ Implement and review an annual club competition program ❑ Support coaching and skill development for members focusing on preparation for events ❑ Host regional and State events as appropriate ❑ Develop skill base to support events (eg managing, umpiring, refereeing, etc) 	<ul style="list-style-type: none"> ❑ Club Competition program implemented, supported and run ❑ Host at least 2 identified regional/State events each year ❑ Club supports relevant events ❑ Club participates in agreed events ❑ Coaching qualifications for at least 2 members each year ❑ Referee qualifications for at least 1 member per year
C. Improve player skills across all croquet disciplines	<ul style="list-style-type: none"> ❑ Develop skills development opportunities across all disciplines 	<ul style="list-style-type: none"> ❑ AC and gateball learning opportunities for existing players

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3. Develop and maintain high quality lawns, equipment and clubhouse facilities		
A. Improve the quality and amenity of the Clubhouse, lawns & member facilities	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a program for capital works projects over the next 5+ years. <input type="checkbox"/> Obtain membership support for projects & priorities <input type="checkbox"/> Committee reviews and confirms capital work priorities at beginning of each financial year. 	<ul style="list-style-type: none"> <input type="checkbox"/> Initial Program developed by end 2018, to Include options below: Major lawn refurbishment clubhouse essential remediation clubhouse improvements and additions. Provision of lighting possible extension of north end of lawns possible 4th lawn <input type="checkbox"/> Undertake survey and communicate regularly with club members regarding options <input type="checkbox"/> Annual priorities established
B. Maintain lawns and equipment to an acceptable standard	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure lawn contractor develops and maintains high quality lawns <input type="checkbox"/> Maintain lawn rolling, line marking and other maintenance activities to ensure a quality playing surface. <input type="checkbox"/> Review equipment annually and develop a replacement program 	<ul style="list-style-type: none"> <input type="checkbox"/> New lawn contract in place September 2018 <input type="checkbox"/> Maintain lawn rolling, line marking maintenance activities <input type="checkbox"/> Working bees held twice yearly <input type="checkbox"/> Trades/assistance engaged as necessary <input type="checkbox"/> Equipment replacement program developed
C. Maintain clubhouse to an acceptable standard of hygiene, orderliness and safety	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure there is a regular cleaning program <input type="checkbox"/> Hold working bees to keep clubhouse neat and clean 	<ul style="list-style-type: none"> <input type="checkbox"/> Regular cleaning arrangement in place <input type="checkbox"/> At least 2 working bees per year.
D. Plan for future growth of Croquet in the ACT.	<ul style="list-style-type: none"> <input type="checkbox"/> Examine Options To Grow Croquet In The ACT And Surrounds (Eg Subsidiary/Allied Club, More Lawns Etc) 	<ul style="list-style-type: none"> <input type="checkbox"/> Options for croquet growth by 2020
PRIORITY	STRATEGY	PERFORMANCE MEASURES

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4. Ensure a well-run Club with sound financial management, good governance, targeted promotion and effective communication		
A. Sound Financial management and sustainability	<ul style="list-style-type: none"> <input type="checkbox"/> Financial planning & reporting support the committee in discharging their fiduciary duties. <input type="checkbox"/> Additional revenue sought for projects (if necessary) while retaining affordable subscriptions 	<ul style="list-style-type: none"> <input type="checkbox"/> Rolling 5 year financial forward plan updated annually. <input type="checkbox"/> Investigate available grants for Club activities works program. <input type="checkbox"/> Maintain hiring revenue at agreed levels.
B. Good governance and efficient administration	<ul style="list-style-type: none"> <input type="checkbox"/> Update records management capability <input type="checkbox"/> Maintain constitution/club rules in line with best practice principles for good governance <input type="checkbox"/> Annual review of strategic plan <input type="checkbox"/> Plan for succession of office bearers 	<ul style="list-style-type: none"> <input type="checkbox"/> Review records management arrangements & use of Tools (eg DropBox) <input type="checkbox"/> Constitution and Club governance compliant with ASC/ACT legislation, Croquet NSW and ACA <input type="checkbox"/> Strategic plan reviewed and annual priorities confirmed <input type="checkbox"/> Committee positions filled with a blend of experienced and new members.
C. Member wellbeing and safety	<ul style="list-style-type: none"> <input type="checkbox"/> Establish and promote a Member Protection Policy <input type="checkbox"/> Ensure club safety policy is up to date and safety officer appointed 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop Member Protection Policy in line with Croquet NSW and Croquet Australia by Dec 2018. <input type="checkbox"/> Train MPIO officers (minimum 2) <input type="checkbox"/> Appoint Complaints Officer (s) <input type="checkbox"/> Inform member of policies and procedures <input type="checkbox"/> Club safety officer appointed <input type="checkbox"/> Safety hazards identified and ameliorated

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<p>D. Targetted promotion of the Club and its activities</p>	<ul style="list-style-type: none"> ❑ Promotion of the club to the community through web & other media. ❑ Identify major celebratory events over the next 5 years ❑ Update Club Promotion Policy 	<ul style="list-style-type: none"> ❑ Regular information about Canberra competitive and representative successes in Croquet publications, local press and media ❑ Media information about significant events ❑ Updated Promotion Policy in place
<p>E. Effective communication</p>	<ul style="list-style-type: none"> ❑ Ensure Club members are informed and involved with major club decisions, Club Committee and Playing Committee initiatives and activities ❑ Update Club website to facilitate access to information 	<ul style="list-style-type: none"> ❑ Regular communication to members from club committee and playing Committee ❑ Up to date and well used Club website