



**AUSTRALIAN  
CROQUET  
ACADEMY**

# DEVELOPMENT PLAN 2020-2024

**NOVEMBER 2020**



Croquetwest



## INTRODUCTION

**M**allet sports have a long tradition of being played across Australia. However, now we are facing our greatest challenge and what we do next matters. Croquet Australia has identified the urgency for change and is investing in our future with the Australian Croquet Academy.

The Australian Croquet Academy will provide the expertise and support to improve the abilities, skills and knowledge of all Australian Croquet Association (ACA) members and volunteers. Thereby, creating a more enjoyable experience with additional social and personal benefits.

Its main focus will be to assist with the recruitment and retention of membership, as well as providing a grassroots service for all mallet sports. This will consist of advice, training and support. The initial stages will require substantial listening, consulting and planning, with the Academy working closely with all local, regional, state and national associations and stakeholders.

Now more than ever the Australian Croquet Family needs to unite and work together to ensure all levels of mallet sports are protected, sustainable and improving. The Australian Croquet Academy reports directly to the ACA Board. All recommendations will be costed and approved by the Board before any initiatives are implemented.

“Now more than ever the Australian Croquet Family needs to unite and work together”



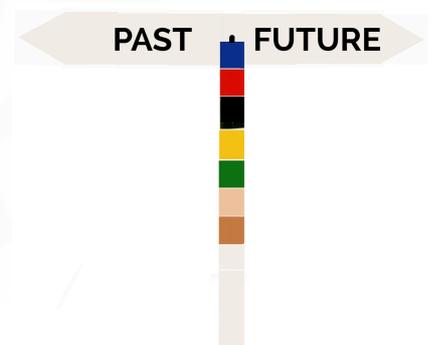
## VISION

To provide all Clubs, players and coaches with the service they deserve and advice they require to improve the croquet brand and perform at their best.



## MISSION

1. To deliver a central resource that caters for all Cubs, players and coaches, at all levels, in every discipline.
2. To create positive pathways for all Clubs, players and coaches to excel.
3. To develop, rebrand and promote our sport for all stakeholders to enjoy a sustainable future.



# VALUES



Diagram 1. Croquet Australia core values

- INTEGRITY** Representing Croquet Australia to the highest standards at all times.
- RESPECT** Admiration for members’ abilities, qualities and achievements.
- LEADERSHIP** Providing clear direction with good decisions and follow up.
- TRANSPARENCY** Everyone to have a voice and be encouraged to share and help others.
- COLLABORATION** Being inclusive, supportive and working towards common goals.
- DEVELOPMENT** Identifying opportunities and creating pathways with achievable outcomes.
- TEAMWORK** Demonstrating leadership while showing equity, diversity and working together.

# STAKEHOLDERS

The Academy will always look for and build existing relationships with all internal and external stakeholders.

| STAKEHOLDERS                     |   |
|----------------------------------|---|
| CLUBS                            | Australia 257 Clubs; 9227 members   |
| NON-AFFILIATED                   | Australia 11: WA 4, SA 2, Qld, 5  |
| REGIONS                          | Australia 31: Vic 13, Qld 7, NSW 9, Tas 0, WA 2, SA 0   |
| ASSOCIATIONS                     | State: Croquet NSW Inc., Croquet Queensland, Croquet SA, Croquet Tasmania, Croquet West, Croquet Victoria<br>National: Croquet Australia<br>International: World Croquet Federation |
| COMMITTEES                       | Club, state, national ( <i>work in progress</i> )   |
| GOVERNMENT                       | Local, state, federal ( <i>work in progress</i> )   |
| GOVERNMENT AGENCIES              | AusSport, Sport and Recreation ( <i>work in progress</i> )  |
| COMMUNITY GROUPS SPORTING BODIES | Club, state, national ( <i>work in progress</i> )   |
| EDUCATION INSTITUTIONS           | Schools, higher education: universities ( <i>work in progress</i> )   |
| SPONSORS/PARTNERS                | Club, state, national ( <i>work in progress</i> )   |

Table 1. Stakeholders

“Having an appreciation and respect for all the work our volunteers do”





Diagram 2. Croquet Australia Health Check

**RESEARCH** Complete a Club health check and listen to what Club members are saying. Australian Croquet needs to implement a cohesive and comprehensive program that is based on true and accurate data.

**RECOGNITION** To increase the level of awareness, interest and appreciation of all mallet sports, ensuring all ACA members receive the recognition they deserve on and off the lawn. Provide the tools to communicate positive messages, including the return of a national mallet magazine with online accessibility.

**RECRUITMENT** Clear processes on how to recruit, with trained coaches and friendly welcoming Club members. This requires an investment of time, resources and funding. Establishing and maintaining community relationships wherever mallet sports are played. A revised and effective marketing strategy.

**RETENTION** To provide a high level of enjoyment and at the same time, improve everyone’s capabilities and achievable goals. More trained and qualified coaches actively developing players in all disciplines. Encourage Clubs and provide the necessary support.

**RESTRUCTURING** Clubs are set up for success with ACA members understanding and performing their Club roles appropriately. Ensure Clubs are aware of the service and support available from the Academy.

**RESOURCING** Enhanced capabilities using up to date information with improved communications and access to resources available on the Academy website.

**RESULTS/REVIEW** Celebrate success and always look for opportunities of improvement (Diagram 3.).

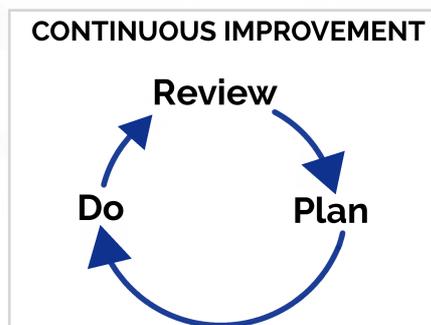


Diagram 3. The review process

## PATHWAYS

Structured pathways will provide avenues of information and support. This will enable Croquet Australia, the Croquet Academy, all state associations, all regional associations and all Clubs to work more effectively.



Diagram 4. Working together

## CROQUET AUSTRALIA ACADEMY PROGRAMS

The priorities have driven the development and implementation of five national programs:

1. National strategic publicity and communications program.
2. National strategic grants and sponsorship program.
3. National pathways and development program.
4. National recruitment and retention program.
5. National youth croquet program.

# CROQUET AUSTRALIA ACADEMY INITIATIVES

The following section outlines the strategies and actions for each of the initiatives identified in this plan. These initiatives have been derived from the key priorities identified to guide the Academy, ensuring the success and sustainability of mallet sports in Australia into the future. These are:

1. Improve information channels and communication.
2. Assist Clubs with recruitment, retention and participation information and support.
3. Provide improved education, training and development.
4. Build closer relationships and work collaboratively with all stakeholders.
5. Rebrand and renew mallet sports Australia-wide.

The components of each of the above initiatives are provided below and supporting detailed tables are presented at the end of this document. The timeframes identified for the completion of each of the actions is indicative only.

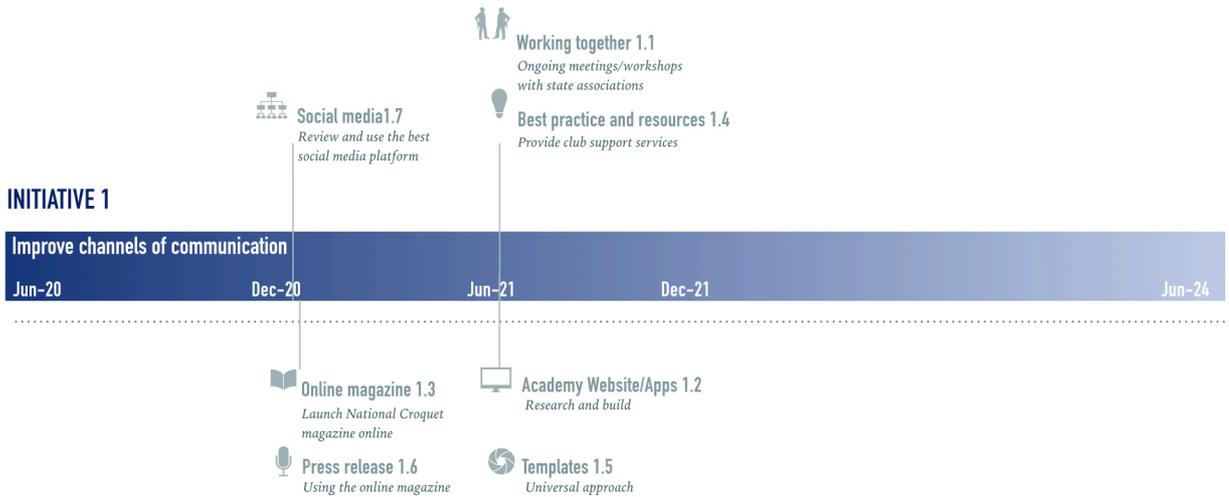
This document is a living document and should be regularly reviewed to ensure it meets the needs of its stakeholders. Further actions will be developed as the plan is reviewed and in response to further consultation with associations, Clubs and members. The timing is flexible to respond to internal factors (for example, the availability of resources), but also may be affected by external factors, such as COVID-19 restrictions.

“Present circumstances do not determine where one will go, merely where one starts”

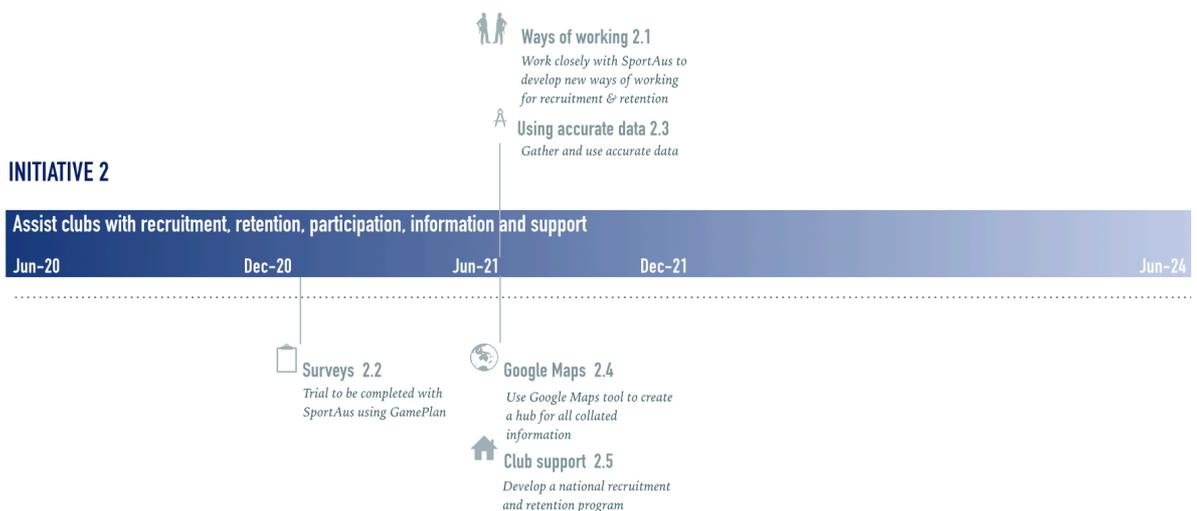


# INITIATIVES AND ACTIONS

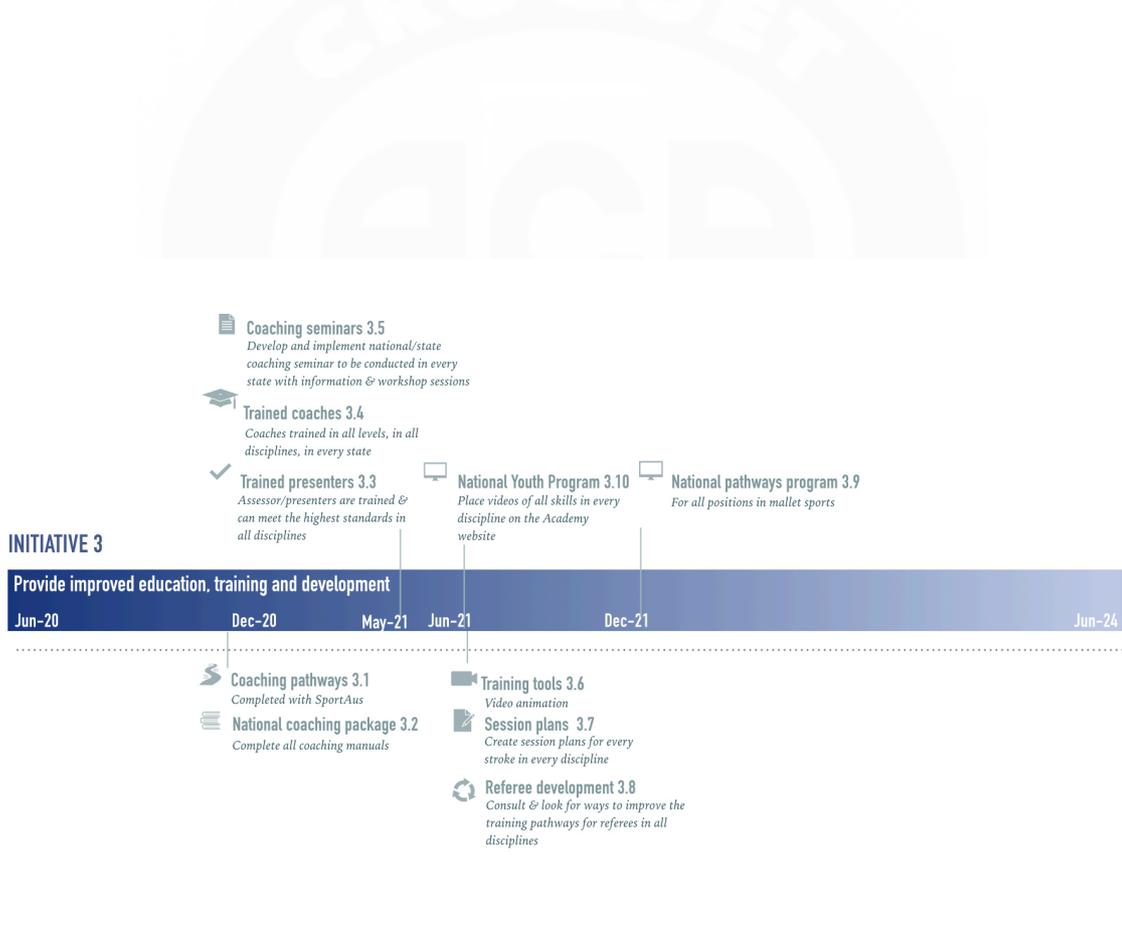
**Initiative 1.** Sharing ideas and keeping everyone up to date and informed with important information is critical. The online magazine and the Australian Croquet Academy website are essential for keeping members informed. This will be updated with additional initiatives when reviewed.



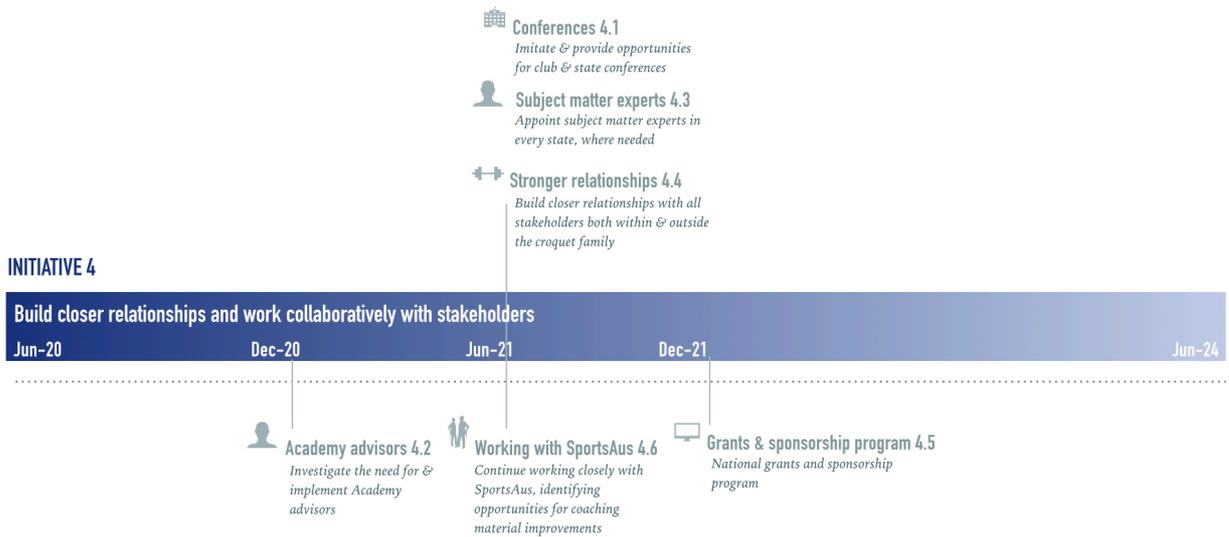
**Initiative 2.** Assist Clubs with recruitment, retention, participation information and extra support. Gathering relevant up to date data is important as we need to make the right decisions. The National Recruitment and Retention Program will assist all Clubs with a number of resources and support.



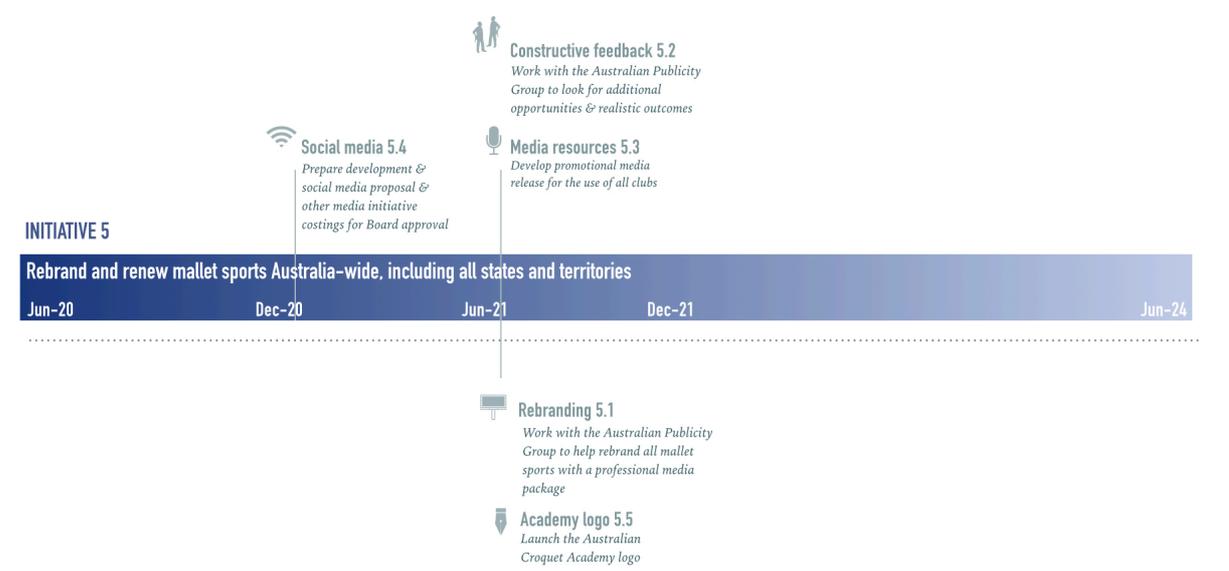
**Initiative 3.** Provide improved education, training and development. Training coaches and developing players will be the initial focus. This will be updated to include more volunteer roles with Academy advisors and subject matter experts to assist in each state. This will be updated with additional initiatives when reviewed.



**Initiative 4.** Build closer relationships and work collaboratively with all stakeholders. Establishing and building long term relationships will take time. Work will be done first on establishing our own brand so we are ready to engage with future partners. This will be updated with additional initiatives when reviewed.



**Initiative 5.** Rebrand and renew mallet sports Australia-wide, including all states. We will initially provide Clubs with promotional videos and social media support. Time is needed to ensure this work is completed to the highest standard. This will be updated with additional initiatives when reviewed.



## BENEFITS

1. Identifying opportunities and implementing necessary change.
2. Providing clear direction with improved communication and support.
3. Increasing and improving engagement, participation and belonging.
4. Using pathways for better education, training and development.
5. All stakeholders aligned and working together to achieve short and long term results.
6. Making mallet sports a destination for all ages to enjoy social and competitive play.
7. Growing and looking after the Australian croquet family.

The Croquet Australian Development Plan will increase membership participation in Club and regional events. It will also encourage more competitive players to shine at the highest level, improving our depth, standards and rankings on the domestic and world stage.



“Helping to make every Club day an enjoyable experience with plenty of memorable moments”



“Everyone with an opportunity to improve and perform at their best”



## APPENDIX: THE ACADEMY INITIATIVES

Table I-1: Improve information channels and communication actions (Initiative 1)

| PRIORITIES                | Ref | ACTIONS  | DATE   |
|---------------------------|-----|--|--|
| WORKING TOGETHER          | 1.1 | Continue ongoing meetings with state associations to identify and workshop opportunities.                                | <i>Review June 2021</i><br><i>Review annually</i>    |
| ACADEMY WEBSITE/APPS      | 1.2 | Research and build the Academy website as part of the ACA website.   | <i>Review June 2021</i><br><i>Review annually</i>    |
| ONLINE MAGAZINE           | 1.3 | Launch of the new and improved online national croquet magazine.   | <i>Complete Dec 2020</i><br><i>Review quarterly</i>  |
| BEST PRACTICE & RESOURCES | 1.4 | Establish an information and club support service available on the Academy website.                                      | <i>Review June 2021</i><br><i>Review annually</i>    |
| TEMPLATES                 | 1.5 | Review available templates currently in use and establish a universal approach.  | <i>Review June 2021</i><br><i>Review half yearly</i> |
| PRESS RELEASE             | 1.6 | Use the national online magazine and press releases to update all stakeholders on the progress of the Academy.           | <i>Review Dec 2020</i><br><i>Review January 2021</i> |
| SOCIAL MEDIA              | 1.7 | Review and use the best social media platforms and processes for communicating to the Croquet Family. Complete Dec 2020. | <i>Review Dec 2020</i><br><i>Review half yearly</i>  |

Table I-2: Assist clubs with recruitment, retention, participation, information and support (Initiative 2)

| <b>PRIORITIES</b>   | <b>Ref</b> | <b>ACTIONS</b>  | <b>DATE</b>   |
|---------------------|------------|---|---|
| WAYS OF WORKING     | 2.1        | Work closely with SportAus, to develop new ways of working for recruitment and retention.                                     | <i>Review June 2021</i><br><i>Review annually</i>     |
| SURVEYS             | 2.2        | Collate croquet member data using SportAus GamePlan and other online survey tools.  | <i>Review Jan-June 2021</i><br><i>Review annually</i> |
| USING ACCURATE DATA | 2.3        | Review data results and feedback with clubs, regions and states through one-on-one or group forums.                           | <i>Review June 2021</i><br><i>Review annually</i>     |
| GOOGLE MAPS         | 2.4        | Use the GoogleMaps tool to create a hub for all collated information.   | <i>Review June 2021</i><br><i>Review annually</i>     |
| CLUB SUPPORT        | 2.5        | Develop a national recruitment and retention program to include tools, such as promotional videos, with social media support. | <i>Review June 2021</i><br><i>Review annually</i>     |



Table I-3: Provide improved education, training and development (Initiative 3)

| <b>PRIORITIES</b>         | <b>Ref</b> | <b>ACTIONS</b>  | <b>DATE</b>                                  |
|---------------------------|------------|---|--|
| COACHING PATHWAYS         | 3.1        | Complete the Coaching Pathways.   | <i>Complete Dec 2020<br/>Review annually</i> |
| NATIONAL COACHING PACKAGE | 3.2        | Complete all coaching manuals.  | <i>Review Dec 2020<br/>Review annually</i>   |
| TRAINED PRESENTORS        | 3.3        | Assessors/presenters trained and can meet the highest standards in all disciplines.   | <i>Review May 2021<br/>Review annually</i>   |
| TRAINED COACHES           | 3.4        | Coaches trained at all levels, in all disciplines, in every state.  | <i>Review May 2021<br/>Review annually</i>   |
| COACHING SEMINARS         | 3.5        | Develop and implement national/state coaching seminars. To be conducted in every state, with information and workshop sessions. | <i>Review May 2021<br/>Review annually</i>   |
| TRAINING TOOLS            | 3.6        | Training tools for coaching and player development completed, including videos and animation.                                   | <i>Review June 2021<br/>Review annually</i>  |
| SESSION PLANS             | 3.7        | Coaching session plans for every discipline. Available on the Academy website.  | <i>Review June 2021<br/>Review annually</i>  |
| REFEREE DEVELOPMENT       | 3.8        | Consult and look for ways to improve the training pathways for referees in all disciplines.                                     | <i>Review June 2021<br/>Review annually</i>  |
| NATIONAL PATHWAYS PROGRAM | 3.9        | Develop a national pathways and development program for all positions in mallet sports.   | <i>Review June 2021<br/>Review annually</i>  |

| <b>PRIORITIES</b>      | <b>Ref</b> | <b>ACTIONS</b>  | <b>DATE</b>                                       |
|------------------------|------------|---|---|
| NATIONAL YOUTH PROGRAM | 3.10       | Develop a national youth croquet program for all mallet sports. | <i>Review June 2021</i><br><i>Review annually</i> |

*Table I-4: Build closer relationships and work collaboratively with all stakeholders (Initiative 4)*

| <b>PRIORITIES</b>              | <b>Ref</b> | <b>ACTIONS</b>   | <b>DATE</b>   |
|--------------------------------|------------|--|---|
| CONFERENCES                    | 4.1        | Initiate and provide opportunities for club and state conferences.                                   | <i>Review June 2021</i><br><i>Review annually</i>   |
| ACADEMY ADVISORS               | 4.2        | Investigate the need for and consult with Academy advisors.  | <i>Review Dec 2020</i><br><i>Review half yearly</i> |
| SUBJECT MATTER EXPERTS         | 4.3        | Appoint subject matter experts in every state, where needed.   | <i>Review June 2021</i><br><i>Review Dec 2021</i>   |
| STRONGER RELATIONSHIPS         | 4.4        | Build closer relationships with all stakeholders, both within and outside the Croquet Family.        | <i>Review June 2021</i><br><i>Review annually</i>   |
| GRANTS AND SPONSORSHIP PROGRAM | 4.5        | Develop a national strategic grants and sponsorship program.   | <i>Review Dec 2021</i><br><i>Review annually</i>    |
| WORKING WITH SPORTAUS          | 4.6        | Continue working closely with SportAus, identifying opportunities for coaching program improvements. | <i>Review June 2021</i><br><i>Review annually</i>   |

Table I-5: Rebrand and renew mallet sports Australia-wide, including all states and territories (Initiative 5)

| <b>PRIORITIES</b>     | <b>Ref</b> | <b>ACTIONS</b>  | <b>DATE</b>                                       |
|-----------------------|------------|---|---|
| REBRANDING            | 5.1        | Work with the Australian Publicity Group to help rebrand all mallet sports with a professional media package for all clubs and disciplines. | <i>Review June 2021</i><br><i>Review annually</i> |
| CONSTRUCTIVE FEEDBACK | 5.2        | Work with the Australian Publicity Group to look for additional opportunities and realistic outcomes.                                       | <i>Review June 2021</i><br><i>Review annually</i> |
| MEDIA RESOURCES       | 5.3        | Develop promotional media resources, including promotional videos, for the use of all clubs.  | <i>Review June 2021</i><br><i>Review annually</i> |
| SOCIAL MEDIA          | 5.4        | Professional social media proposal and other media initiative costings for Board approval.  | <i>Review Dec 2020</i><br><i>Review annually</i>  |
| ACADEMY LOGO          | 5.5        | Launch the Australian Croquet Academy logo.   | <i>Review June 2021</i><br><i>Review annually</i> |



**The Australian Croquet Academy Development Plan has been written by Greg Bury, General Manager, The Australian Croquet Academy**