

Canberra Croquet Club –Strategic Plan 2010-2014

Mission

The best croquet club in Australia

The best croquet club in Australia would have:

An active membership of more than 70

Great value for money subscription level

Successful retention and recruitment programs

A well maintained (heritage-listed) clubhouse

Excellent maintained and developed courts

All mallet disciplines in its Calendar

A broad array of internal competitions well supported by the members

Members who are satisfied with their skill levels and the opportunities available to increase them

A good spread of volunteers within its membership for Club activities (eg committees, hirings, coaching, umpiring and refereeing, recruitment, mentoring, etc)

Value and provide for diversity among its members (eg those within and without F/T paid workforce; men & women; older & younger)

Vision

We value being members of the club and enjoy the opportunities it offers

Values

Inclusive

We value the involvement of all members at all levels
in all forms of the game (ie croquet, golf croquet, gateball)

Friendly

Motivated

Supportive

Tolerant

Fulfilling

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PRIORITY AREA	STRATEGY	PERFORMANCE MEASURES
<p>Sustainable and active membership</p> <ul style="list-style-type: none"> ❑ recruitment and retention ❑ player development (eg coaching, mentoring, etc) ❑ event management (ie internal & external competitions) ❑ all mallet disciplines (ie croquet, golf croquet & gateball) catered for ❑ acknowledge member contributions 	<ul style="list-style-type: none"> ❑ confirm recruitment strategy and monitor success (eg Come ‘n Try, Introductory Coaching, twilight play, twilight gateball, etc) ❑ develop comprehensive player development program that meets member needs and can be delivered by members (eg mentors, coaching modules, hi-low playing opportunities) ❑ competition program implemented annually ❑ develop skill base to support events (eg managing, umpiring, refereeing, etc) ❑ delivery of playing options (croquet, golf croquet, gateball) in annual calendar, social draws & special events ❑ seek member views on playing opportunities & preferences ❑ Structured approach for acknowledging voluntary contribution of members: <ul style="list-style-type: none"> ❖ Recognise voluntary contributions in newsletters (eg club, CNSW, ACA) and through regular announcements to members thanking volunteers 	<ul style="list-style-type: none"> ❑ Recruitment strategy in place ❑ Membership targets achieved (eg. May 2011–100) ❑ B&P implements player development program ❑ player development & coaching plans reviewed annually by B&P ❑ annual competition program in place ❑ organisational support (eg tournament managers, etc) in place ❑ competitions successfully conducted ❑ competitions for all disciplines are included in the annual calendar at the beginning of each club financial year ❑ opportunities for different playing options are to be integrated into Saturday afternoon draw ❑ Record of any public recognition gained ❑ Volunteers satisfied their contributions are valued

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PRIORITY AREA	STRATEGY	PERFORMANCE MEASURES
<p>Facility/asset management</p> <ul style="list-style-type: none"> □ Clubhouse, lawns & equipment maintenance □ major capital development projects 	<ul style="list-style-type: none"> □ establish capital works plan for essential capital works projects □ clubhouse, lawns & equipment maintenance requirements incorporated into capital works and financial forward plans □ clubhouse refurbishment completed □ repair/replace clubhouse foundations as required □ examine feasibility of extending north end of lawns by metre/installing retaining wall □ examine feasibility and cost of 4th lawn □ determine other needs (eg seating, watering, security etc) & incorporate into capital works plan □ Undertake major lawns refurbishment 	<ul style="list-style-type: none"> □ capital works plan agreed by the Committee at the beginning of each club financial year clubhouse, lawns & equipment maintenance requirements incorporated in plans Clubhouse refurbishment completed by 2017. Existing ceiling to be replaced prior to, or as part of, the next refurbishment.
<p>Advocate & Promote Excellence</p> <ul style="list-style-type: none"> □ Promoting Club and playing disciplines in the ACT □ Establishing links with other clubs in the region 	<ul style="list-style-type: none"> □ Active involvement in ACT heritage events (eg ACT Heritage Week, Old Parliament House promotions, etc) □ Club enters teams in regional and State/National teams events □ Organise regional club/social competitions (in any or all of association croquet/golf croquet/gateball) □ Examine building mutually beneficial ties with other clubs in region (eg “sister city” type relationships, dual membership to optimise use of facilities, etc) 	<ul style="list-style-type: none"> □ Club identified events it will regularly support □ Club supports relevant events □ Club identifies events in which to enter club teams by December of each year & Canberra Croquet Club participates in agreed events □ Enter into agreements with at least 3 clubs by Dec 2011

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PRIORITY AREA	STRATEGY	PERFORMANCE MEASURES
<p>Advocate & Promote Excellence (continued)</p> <ul style="list-style-type: none"> ❑ promotional activities ❑ managing celebratory events 	<ul style="list-style-type: none"> ❑ Promotion of the club to the community through web, media promotion ❑ Promotion of the club to members through newsletters/web/etc ❑ Identify other major celebratory events for next 5 years 	<ul style="list-style-type: none"> ❑ Increase number of website hits to 400 per month ❑ Increase number of reference to Club in local media to 8 per calendar year
<p>Governance & Management</p> <ul style="list-style-type: none"> ❑ Financial sustainability ❑ Administrative efficiency ❑ Succession planning ❑ Club sustainability 	<ul style="list-style-type: none"> ❑ Develop financial plan to generate revenues for developmental projects while retaining affordable subscriptions ❑ Review/revise constitution in line with best practice principles for good governance ❑ Understand club & member aspirations (regular survey of member views on direction of club with aspiration for increasing levels of satisfaction) 	<ul style="list-style-type: none"> ❑ 5 year financial forward plan annually ❑ hirings revenue maintained at a constant level ❑ Constitution meets ASC/ACT Government criteria ❑ Club member survey shows increasing level of satisfaction/valuing of club membership ❑ Members consulted on proposed major capital works proposals.