



**WCF**

## **BUSINESS PLAN 2005 and 2006**

**Version 1**

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**10<sup>th</sup> August 2005.**

## 1. Executive Summary:

This WCF Business Plan covers the specific of period of 2005 and 2006, although some elements have a forward projection further than that. It is designed to concentrate on the implementation of ideas to take the organisation forward to meet and achieve its objectives as laid down in the Statutes.

Each component part of the plan is separate, although there will be occasions where there will be a cross over between them. Where that occurs, they are identified and action taken to ensure that they are not in conflict.

The plan identifies key actions, the outline of how to achieve them and the key persons that will implement the plan. Where possible, indicators have been identified to check progress of the plan component and to indicate successful implementation.

## 2. Federation Description: Legal establishment, history, start-up plans, etc.

### Foundation

We shall probably never know who first said what to whom and how the movement that led to the formation of a world governing body for croquet then got started. But it might have seemed a good bet at any time from the foundation of the United States Croquet Association (USCA) in 1977, when the game got into high gear and came to attract commercial sponsorship. The logic was then plain to see. The governing bodies of the established croquet-playing nations had long aspired to promoting the game among a wider public and were at pains to obtain coverage in the mass media. The key was seen to lie in bigger and more prestigious events that could command the volume of publicity that would attract sponsors whose financial support would be needed to fund the travel of the leading players from around the world. The interests of players, sponsors, and media were inter-dependent. Ideally, what was wanted was a credible organisation with authority to stage a world championship.

In the event, the lead was taken by the (English) Croquet Association (the CA) in 1985. With the promise of a substantial increase in funding from the (British) Sports Council, the CA had recently appointed Christopher Hudson as its first salaried development officer and was beginning to extend its horizons. On 17 April, Andrew Hope, then Vice-Chairman, wrote to 'all the likely representatives of a World Federation' with outline proposals for the formation of a World Federation of Croquet Associations, inviting their views. Membership of the federation would be open to all recognised national croquet associations. Its aims would be to promote croquet on an international basis, to produce an international newsletter, to organise international events, and to obtain sponsorship. A draft constitution would be circulated within a few months.

While all respondents were favourable in principle to the concept, various reservations were expressed. Could arrangements for the development of the laws of croquet for international events discriminate against the USCA Rules? Could the existence of such a body threaten the exclusive authority of the CA, the Australian Croquet Council (ACC, afterwards the Australian Croquet Association), and the New Zealand Croquet Council (NZCC) in overseeing the MacRobertson Shield series? What about the eligibility of the South African Croquet Association (SACA), ostracised from international sports competition on account of racial discrimination? And how would the proposed organisation be governed and managed? Many such issues would need to be addressed. Over the following months it was agreed that representatives of the national associations that had already been approached would meet to discuss all relevant matters without prejudice on 17 July 1986 in London at the end of the next MacRobertson Shield test series. Other

nations also would be invited to be represented, both recognised national associations and bodies that might be instrumental in promoting the formation of such associations.

The International Committee of the CA prepared for the meeting by compiling an agenda and draft constitution. The essential items on the former were to consider the latter, namely to elect a chairman for the meeting, to decide on voting rights, to discuss the draft constitution, and to appoint a committee to produce a final draft that would be acceptable to all parties. At the suggestion of its chairman, Prof. Bernard Neal, who was then also a member of the management committee of the All England Lawn Tennis & Croquet Club (AELT&CC), the first draft constitution was modelled on the established rules and standing orders of that club. The task of adapting them for the purpose of a world federation of national croquet associations fell mainly to Andrew Hope and Stephen Mulliner. Mulliner was especially well equipped for this role, being a qualified lawyer and having extensive contacts throughout the croquet world.

The meeting, chaired by Andrew Hope, was attended by representatives of the CA, the Croquet Association of Ireland (CAI), the USCA, the SACA, the Scottish Croquet Association (SCA), the ACC, the NZCC, the Croquet Association of Japan (CAJ), and the CERN Croquet Club of Switzerland (CERN). It was agreed that all the associations represented should have a single vote for the meeting, save for the SACA and CERN, which were welcomed as non-voting observers, and that the Canadian Croquet Association and the Croquet Association of Bermuda should also be invited to apply for observer membership. After detailed consideration of the first draft constitution it was agreed that the associations of seven countries satisfied the criteria for membership of the World Croquet Federation, and that the International Committee of the CA would act as a steering committee with responsibility to redraft the constitution and prepare the way for its foundation.

Over the next two years the Steering Committee worked patiently in consultation with representatives of the would-be founder members. Their task was both difficult and delicate. Somehow they had to produce a constitution that would be acceptable to all parties, so that ultimately they would be encouraged to come together and give it their assent, in confidence that they would not be inhibited from doing so by any dissenting voice. The committee had been motivated by a desire to maintain the CA's leadership of the croquet world, though it must soon have become apparent that the federation they sought to create could only exist as an independent and fully democratic entity. Chief among the substantive issues on which they had to establish consensus were the status of the SACA and the eligibility of SACA members to participate in world events, the place of professionalism in international croquet, the versions of the game that the federation should embrace, where authority for the laws of each version of the game should be vested, the continued independence of the MacRobertson Shield organisation, and the numbers of votes in general meetings to be granted to larger and smaller associations.

The difficulty of the committee's task was compounded by the proverbial problem of ordering chicken and egg. The foundation of the federation called for a collective commitment in general meeting, but the prospects of getting representatives from all the nations who might wish to take part together at a central location for the sole purpose of such a meeting were scarcely auspicious. Several of the national associations might be unable to justify the expense of sending delegates, so the exercise could prove abortive. Sponsorship might ensure success if a world championship was on offer, but how could an unborn international body stage a world championship, or indeed anything else? Want of credibility had already proved a stumbling block. In 1985, in anticipation of the foundation of the WCF, the International Committee of the CA had applied to the International World Games Association (IWGA) to have croquet accepted in the 1989 World Games at Karlsruhe, West Germany. It succeeded in having croquet accepted as a

'demonstration sport', but failed to secure full representation for the game because it was unable to present the credentials of an established world governing body.

By dint of the late discovery of a sympathetic sponsor and patient diplomacy, pursued mainly by correspondence and bilateral phone conversations, the Steering Committee achieved a remarkable breakthrough. In October 1987, it sent a revised draft constitution to seven prospective member associations for their approval, inviting them to join the CA as founder members of the federation, and initiated plans for an inaugural world championship. The pace quickened towards the end of the following year when the CA received an offer of sponsorship from Continental Airlines to the value of about ten thousand pounds sterling plus valuable publicity for a world championship to be held in England in 1989. Synchronisation of an inaugural general meeting with a world championship was now all but assured.

During the following months, Hudson, the CA's Development Officer and Secretary of the Steering Committee, worked tirelessly for his two masters, pulling all the threads together. The inaugural meeting of the WCF would be held at the Hurlingham Club, London, on Saturday 15 July 1989, and the first (Continental Airlines) World Croquet Championship would start the next day. An ad hoc committee of the CA prepared proposals for the championship, to be combined with its own Open Championship, for consultation; a fine silver trophy (the Wimbledon Cup) for the championship was received as a gift from the AELT&CC; and the Steering Committee finalised its proposals for the formation of the federation. With the agreement of the would-be founder members, the stage was set for action.

The first General Meeting, attended by 22 representatives, duly took place at the Hurlingham Club at 10.00 am on 15 July 1989. In his welcome address as chairman of the meeting and acting President, John Solomon commented that 'to anyone looking back in future years, the formation of the World Croquet Federation would be seen as a milestone in the history of croquet. Hudson, as acting Secretary-General, reported that he had received apologies for non-attendance from representatives of six countries, and the meeting then turned to substantive matters. It was agreed first that, subject to receipt of the necessary documentation and fees, the following countries should be admitted to membership:

#### Full Members

Australia

England

Ireland

Japan

New Zealand

Scotland

USA

#### Observer Members

Canada

France

Italy

Jersey

South Africa

The meeting then endorsed, subject to several amendments, the rules of the federation that had been circulated in advance by the Steering Committee, elected Ashley Heenan, President of the NZCC, as its first President, appointed a Management Committee of five members, resolved several points of detail, and took notice of various proposals from the floor for future consideration.

In conclusion, Solomon thanked the Associazione Italiana Croquet for its gift of a Fun Cup, to be awarded to the outstanding 'personality' of each WCF World Association Croquet Championship, and expressed the hope that the 1989 championship would produce some excellent and exciting croquet.

### 3. Objectives: Description of objectives –

The principles and objects of the Federation are:

1. To encourage, promote and develop the recognised versions of the game of croquet ("the Games") internationally at all levels.
2. To encourage and promote the teaching of the Games internationally.
3. To uphold and enforce the laws of the Games.
4. To promote international team and individual championships.
5. To make and uphold regulations for international championships.
6. To recognise certain croquet championships by sanctioning and licensing them to be held under the auspices of the Federation.
7. To employ the funds of the Federation as may be deemed appropriate.
8. To increase by joint action the influence of Associations in dealings with other sports governing bodies and with local and national authorities.
9. To preserve the independence of the Federation in all matters relating to the Games and its relations with Associations.
10. To recognise that the Federation has powers to control Games played in any nation, but only when the appropriate Member Association has given its prior agreement.
11. To publish a newsletter periodically to aid exchange of information.
12. To make awards to those who have contributed to the achievement of the Federation's aims.
13. To uphold these principles and objects and generally to take such measures as may seem expedient for advancing the international interests of the Games whilst upholding a commitment to non-racial and non-discriminatory sport.
14. To enforce the observance of these Rules.

4. Market Analysis: What is our marketplace? Current membership and proposed membership needs, where they are, how to reach them, etc.

The WCF Marketplace will generally be groups of people that can be identified as having formed a nucleus of croquet playing administration or organisation, usually manifesting itself into a National Tournament of some identifiable description.

Those groups may be large or small and will differ according to local development of the sport.

So far as current membership is concerned, the WCF organisation must continue to be seen as relevant to them, either through support or advice or the holding of important competitions. This will differ according to size and development but with the Rule changes made in 2005 it will afford WCF the opportunity to re-evaluate those needs and plan accordingly.

Our main competitor is Gateball. Although they are particularly prominent in Asia and South America, whereas Croquet is not, they may be aggressive enough to spread their influence into the Croquet playing countries quite successfully. The Australian Croquet Association has adopted Gateball in becoming the National Governing Body recognised by their world association the WGU. Close analysis of that, needs to be made to determine its effectiveness so that the variants of WCF Croquet are "protected" whilst at the same time influencing developments. It may come to pass that a better future for all is secured by the joining of WCF and WGU (to jointly promote mallet sports) but until that is ever reached, WCF are the masters of its own destiny and shall identify new markets accordingly.

In general terms, Croquet is played (although not exclusively) in English speaking countries. There are many of them in the world that are not yet members of the WCF. With the proposed changes to membership for 2006 we could envisage sufficient promotion to encourage membership from many of them. This is particularly relevant to India and Pakistan.

Central and South America are other key area's for growth with all countries having the potential to develop.

As for Europe, particular attention should be given to Denmark and The Czech Republic together with encouraging the Netherlands to re-join. Further eastwards there will need to be a massive investment in time and effort to achieve small success.

In general terms, WCF needs to identify its priorities for development in the short, medium and long term, and incorporate them into the current Business Plan.

5. Strategy and Implementation: Specific - including management responsibilities with dates and budget.

Each identifiable component part of the Business plan has an identified measurable objective, appropriate budget and clear lines of responsibility to individual members considered as best placed to oversee that part.

6. Management Team: Including backgrounds of key members of the team, personnel strategy, details and individual responsibilities.

Various committees shall oversee various aspects of the WCF via its Management Committee.

The Chairman of each Committee shall be a WCF Management Committee member, where possible. Each Committee will be given one or more specific parts of the plan to develop and maintain in strategic and practical terms.

7. Financial Plan: Including profit and loss, cash flow, balance sheet, break-even analysis, assumptions, business ratios, etc.

The regular updates provided by the WCF Treasurer shall form the basis of controlled spending to meet the plan objectives.

**1. To encourage, promote and develop the recognised versions of the game of croquet ("the Games") internationally at all levels**

*(Text) Please indicate any specific plans or changes that are planned to promote this objective (max 100 words)*

1. To continue relationship with MacRobertson Shield Committee.
2. To hold World Championships around the world on a regular basis.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
World Championships	Develop the sport	Achieve 30 member nations on four continents	President	2010/ongoing
World Championships	Develop the sport	Host association appointed for next Association and golf Croquet Competitions	President	2006. Current situation: AC Bid received awaiting confirmation from New Zealand GC bid awaited from South Africa.

**2. To encourage and promote the teaching of the Games internationally**

**(Text) Please indicate any specific plans or changes that are planned to promote this objective (max 100 words)**

1. To form a WCF Coaching Committee with representatives of all those Associations that have developed Coaching processes. The Committee to make recommendations and issue guidance for consideration of adoption in whole or part by members.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Form WCF Coaching Committee	Consistency of approach throughout world and recognition of WCF resources	WCF Coaching Manual complete for:- 1. Players; 2. Coaches	Coaching Committee Chairman	Review: 2007 Completion: 2008 Current situation Work not yet commenced

### 3. To uphold and enforce the laws of the Games

**Text) Please indicate any specific plans or changes that are planned to promote this objective (max 100 words)**

1. To require all members to recognise WCF Rules of the Game. This goes with objective 1 and is probably dependent upon it.
2. To form a WCF Referees Committee with Championship Referees being eligible to participate. They would produce guidance on refereeing and umpiring techniques and best practices commensurate with the Laws.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Constitutional change to require all members to recognise WCF Playing Rules	Recognition of WCF as World Governing Body, representing all Croquet Nations in International Sports Forums	When Objective 1 is met and WCF constitutional change made	President/ Secretary-General	Completion: 2010 Current situation: Awaiting Objective 1 being met.

#### 4. To promote international team and individual championships

**(Text)** Please indicate any specific plans or changes that are planned to promote this objective (max 100 words)

1. Focus and encourage members to apply to host a six person team event.
2. Proposal to hold the 14 pt World Team Event in the same year as the Macrob.
3. Fix WCF Event calendar to 2011.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Production of advance event programme	Consistency of approach; Better timetabling of events; Lead time for event hosts extended.	1. Production of Event Hosting document; 2. Production of Event Bid Document.	Secretary-General	Completion: 2005 Completed November 2005
Encourage a host for 14pt team event	Development of team sport aspect	Bid to host 14 pt world championship received.	Secretary-General	Review: 2006 Awaited

**5. To make and uphold regulations for international championships**

1. Develop Sports Regulations to encompass all WCF Rules, Regulations, guidance and decisions of the WCFMC.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Complete WCF Sports Regulations	Consistency and knowledge	Completion	Secretary-General	Completion: 2005 Completed August 2005

6. To recognise certain croquet championships by sanctioning and licensing them to be held under the auspices of the Federation.

*(Text) Please indicate any specific plans or changes that are planned to promote this objective (max 100 words)*

1. Continue sanctioning and licensing of events

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Ensure only WCF sanctioned events carry WCF logo and accreditation	Safeguard copyright, consistency and organisation	Ongoing vigilance	Secretary-General	Ongoing

**7. To employ the funds of the Federation as may be deemed appropriate.**

*(Text) Please indicate any specific plans or changes that are planned to promote this objective (max 100 words)*

1. Development grants and loans on a shared basis for applicable projects of member associations.
2. Require business plan, costings, resource indications, support, cost/benefit analysis
3. Produce WCF Guidance for members benefit.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Develop Regulations for:- 1. Grants and 2. Loans relating to requests for assistance and guidance	Consistency; management of resources; oversight of accrued benefits; audit trail.	Production of Regulations	Development Committee; Secretary-General	Completion: 2006 Completed November 2005.

**8. To increase by joint action the influence of Associations in dealings with other sports governing bodies and with local and national authorities.**

**(Text) Please indicate any specific plans or changes that are planned to promote this objective (max 100 words)**

1. Continue WADA discussions
2. Continue to develop WCF Child Protection Guidance
3. Seek to gain sufficient worldwide support to justify applications for membership of various worldwide sporting organisations **including**:-
  - 3.1 The Commonwealth Games Association;
  - 3.2 The General Association of International Sports Federations (GAISF)
  - 3.3 The Association of the IOC Recognised International Sports Federations (ARISF)

Action Plan Project/Task(s)	Expected Outcomes/ Benefits	Measure(s) of Success Monitoring Arrangements (supporting data)	Lead Member	Timescale for Completion/ Review
Consider and possibly develop adherence to WADA protocols and recognition of doping control as an asset to the organisation	Possible recognition by other International bodies; Consistency of approach to doping control; Defeat cheating;	Becoming member of WADA	Secretary-General	Review: 2006 Completion: Ongoing. Briefing paper with WCFMC.
Develop and produce regulations and guidelines for members and prospective members relating to the rights of a child.	Possible recognition by other International bodies; Consistency of approach; Defeat criminality;	Production of Child Protection guidelines	Secretary-General	Review: 2005. Completion: 2006 Completed September 2005.
Develop ties with International sports Organisations	Recognition; Financial; Prestige	Membership of each as a stepping stone to the next towards IOC recognition	Secretary-General	Review: Annually Completion: Ongoing

**9. To preserve the independence of the Federation in all matters relating to the Games and its relations with Associations**

*(Text) Please indicate any specific plans or changes that are planned to promote this objective (max 100 words)*

1. Provide support to members
2. Develop web site
3. Develop tournament support for WCF Championship hosts

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Ensure continued support to membership by way of grants, loans, rules, coaching and officiating expertise to keep them as members.	Continued membership of organisation by members	Increasing numbers of members	Secretary-General	Ongoing Development Programme launched November 2005.
Allow WCF Web site to carry local information on behalf of smaller WCF members.	Cheaper cost to smaller members; Better use of resources for smaller members;	Continued development of WCF web site	Secretary-General	Ongoing
WCF web site to become more interactive, particularly for WCF events	Increase interest in the croquet community; act a bridge to media interests; provide opportunity for future sponsorship.	Continued development of WCF web site	Secretary-General	Ongoing
Develop assistance to hosting countries for the purposes of consistency, time and effort	Even better run tournaments and consistency across all events	Continued development of Regulations to cover, Sports, Bidding and Hosting of Events	Secretary-Genera;	Completion: 2006 Completed in November 2005.

**10. To recognise that the Federation has powers to control Games played in any nation, but only when the appropriate Member Association has given its prior agreement.**

*(Text) Please indicate any external inspections/audit inspection reports undertaken of your Unit, within the last six months*

Objective unattainable. Not part of Business Plan.

Action Plan Project/Task(s)	Expected Outcomes/ Benefits	Measure(s) of Success Monitoring Arrangements (supporting data)	Lead Member	Timescale for Completion/ Review

**11. To publish a newsletter periodically to aid exchange of information**

*(Text) Please indicate any specific plans or changes that are planned to promote the objectives within the Training Plan*

1. Develop electronic transmission of Newsletters. This is already done where possible.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Continued development of newsletter service	Ensure continued awareness of WCF business.	Regular Newsletters despatched	Newsletter Editor	Ongoing

**12. To make awards to those who have contributed to the achievement of the Federation aim's**

1. Develop "Hall of Fame" idea for croquet, perhaps with wider interpretation to include, Players and Developers of the Sport. Generally should be on an International scale not National or local club.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Develop and produce regulations for recognising individuals for awards for services to the sport on an international basis.	Heighten awareness of WCF; Ensure Public and Media interest in WCF; Reward those that have contributed to WCF objectives	Establishment of "Hall of Fame"	Rhys Thomas  Secretary-General	Completion: 2005 Completed January 2006.

**13. To uphold these principles and objects and generally to take such measures as may be expedient for advancing the international interests of the Games whilst upholding a commitment to non-racial and non-discriminatory sport.**

For further consideration

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>

## 14. To enforce the observance of these Rules

1. To have oversight Committees of various types covering all aspects of work
2. Set up those committees already mentioned plus others e.g.:-
  - 2.1 Rules Committees for Golf Croquet (Already exists)
  - 2.2 Referees Committee (To oversee consistency of Refereeing standards)
  - 2.3 Coaching Committee (To oversee consistency in Coaching)
  - 2.4 Development Committee (To oversee development, particularly in smaller members and those that aspire to membership).
  - 2.5 Sport Committee (To oversee WCF Championship conditions)
  - 2.6 Disciplinary Committee (To oversee any WCF disciplinary matters)
  - 2.7 Statutes Committee (To oversee WCF Rules and Regulations)
  - 2.8 Technical Committee (To oversee all technical aspects of equipment)
  - 2.9 Emergency Committee (To take emergency decisions that may arise)

2.6-2.9 To be under direct control of the WCF Management Committee until further notice.
3. Each Committee to have at least one WCFMC member, one as Chairman to ensure consistency and accountability to the membership. However the rest of the various committee could be comprised of skilled/interested people to represent the constituent membership.
4. Emergency Committee to consist of three WCFMC members. Probably rarely used.

<b>Action Plan Project/Task(s)</b>	<b>Expected Outcomes/ Benefits</b>	<b>Measure(s) of Success Monitoring Arrangements (supporting data)</b>	<b>Lead Member</b>	<b>Timescale for Completion/ Review</b>
Set up committees	Oversight and "control" within WCF objectives	Upon setting up and election of representatives	Secretary-General	Completion: 2005 Completed August 2005.
WCFMC procedures for interaction with committees	Ensure proper processes, checks and balances are maintained; regular reporting and monitoring.	Upon setting up procedures	Secretary-General	Completion: 2006
Individual committee procedures	Ensure proper processes, checks and balances are maintained; regular reporting and monitoring.	Upon setting up procedures	Secretary-General	Completion: 2006