



**Pétanque Australia Ltd**

# **Strategic Plan**

**2005-2009**

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## Purpose

The primary purpose of the Pétanque Australia Ltd is to ‘Conduct and develop Pétanque throughout Australia in partnership with its member state associations’.

The vision and mission for the organisation are:

### Vision

Our vision is to remain committed to the highest standards for the conduct and development of Pétanque.

### Mission

Our mission is to advance the conduct and development of Pétanque by:

- fostering international success
- growing participation and interest in Pétanque

## Sports Principles

- **Fairness**  
Operating within the letter and spirit of the rules; never taking an unfair advantage; and, making informed and honourable decisions on and off the field.
- **Safety**  
Encouraging healthy and safe choices; preventing and reporting dangerous behaviour; and, demonstrating concern for other so that people can work and participate in an environment that is physically and emotionally safe.
- **Respect**  
Recognising and respecting the contribution various people in sport make, treating people with dignity, consideration and courtesy, respecting and taking care of the sporting environment, property and equipment and, winning with grace and losing with dignity.
- **Responsibility**  
Taking responsibility for one’s actions and being a positive role model on and off the field.

## Values

Pétanque Australia Ltd believes the following values enhance the character of pétanque as an Australian sport:

<b>Challenge</b>	<b>Citizenship</b>	<b>Compassion</b>	<b>Enjoyment</b>	<b>Equality</b>
<b>Friendship</b>	<b>Good Health</b>	<b>Inclusiveness</b>	<b>Integrity</b>	<b>Loyalty</b>
<b>Opportunity</b>	<b>Satisfaction</b>	<b>Success</b>	<b>Teamwork</b>	<b>Trust</b>



## Scope

This strategic plan is the result of an analysis of the organisation's strengths, weaknesses, opportunities and threats. The strategies developed will challenge the sport's capacity to deliver effective and efficient programs and services.

Pétanque Australia Ltd will present this plan to the 2005 Annual General Meeting in Perth.

## Key Result Areas

- 1 Organisation
- 2 Governance
- 3 Tournaments
- 4 Sport Development
- 5 High Performance

Pétanque Australia has focused on these key Result Areas in identifying its long-term objectives and strategic priorities for the next five years.

## Long-term objectives

Pétanque Australia will focus on growing the sport and developing world standard performance within Australia through the following long-term objectives:

- 1 To ensure Pétanque strives for effective management to provide a sustainable organisation.
- 2 To foster the success of Australian athletes at an international level.
- 3 To grow the participation and interest in Pétanque through a range of strong development programs, that are agreed to and implemented in partnership with state Pétanque associations and member clubs.
- 4 To provide a vibrant international events and domestic competition program.

## Our key stakeholders

### Organisation

- Australian Sports Commission
- Board of Directors and National Directors
- FIPJP
- State Leagues
- Media
- Member Clubs

### Governance

- Statutory Bodies
- ASIC



## Tournaments

- Pétanque event organisers
- State government tourism and event corporations
- Local councils
- FIPJP
- Oceania

## High performance

- Australian Institute of Sport
- State institutes and academies of sport
- Elite athletes
- International officials

## Sport development

- State Leagues
- Clubs
- Grassroots participants
- Targeted program participants
- Coaches, officials, volunteers

## Our values

In relation to external stakeholders we will:

- Be inclusive and endeavour to achieve buy-in
- Be responsive to their needs
- Listen and communicate openly
- Be open and transparent

In relation to internal stakeholders we will:

- Strive for excellence and innovation
- Be cooperative and work as a team
- Listen and communicate openly
- Value the well being and diversity of our people



## Organisation SWOT Analysis

<b>SWOT Analysis:</b>	
Strategies to utilise strengths and leverage opportunities to deal with threats and weaknesses	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Competent board structure</li> <li>• Modern government structure</li> <li>• National body</li> <li>• Acknowledge the need to improve</li> <li>• Attractive product</li> <li>• Effective foundation (40+ clubs; State body)</li> <li>• 1147 licensed players</li> <li>• International sport               <ul style="list-style-type: none"> <li>• Every continent</li> <li>• 1,000,000 licensed players</li> <li>• Regionalised</li> </ul> </li> <li>• Existing tournament structure</li> <li>• No paid staff in national office</li> <li>• Strong volunteer support</li> <li>• Innovative people</li> </ul>	<ul style="list-style-type: none"> <li>• React to minority</li> <li>• No current strategy of alignment               <ul style="list-style-type: none"> <li>• Fees</li> <li>• Policies</li> <li>• Calendar</li> <li>• Tournaments</li> </ul> </li> <li>• Unclear policies and procedures</li> <li>• Communication with players</li> <li>• Role of League not well understood</li> <li>• Not recognised as a sport in Australia</li> <li>• Current sport exposure</li> <li>• Collaboration between states and national body</li> <li>• Volunteers delivering national programs</li> <li>• Small number of revenue streams</li> <li>• Limited quantity of sport development programs across a range of areas</li> <li>• Drop in the number of volunteer coaches and officials</li> <li>• Low levels of investment in youth development and talent identification</li> <li>• Limited competition program</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Capacity to grow sport</li> <li>• Current low formal participation in sport</li> <li>• Perceived as a new sport</li> <li>• Perceived low risk sport</li> <li>• Environmentally friendly image</li> <li>• Relatively low cost</li> <li>• Appeals to broad spectrum of players</li> <li>• Recognised as a 'sport' in Belgium, Sweden</li> <li>• Potential for range of tournament categories</li> <li>• Provide opportunity for retiring elite of other sports</li> <li>• Representational opportunities</li> <li>• 'Business' &amp; Masters games</li> <li>• Use of technology</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived threats</li> <li>• Perceived lack of value of licence fee</li> <li>• Level of understanding of 'organisation'</li> <li>• 'Political' unrest</li> <li>• Imbalance between elite and social</li> <li>• Narrow view</li> <li>• Poor governance</li> <li>• Poor member protection</li> <li>• Potential Anti-doping issues</li> <li>• Potential Child protection issues</li> <li>• Limited sport development programs</li> <li>• Unexciting international and domestic competition programs</li> <li>• Poor high performance results</li> <li>• Declining support for community clubs</li> <li>• Cost of technology solutions</li> </ul>



## Key Organisation Strategies

### Organisation

#### Objective:

To ensure Pétanque Australia Ltd strives for effective organisation leadership, structure and systems to provide a sustainable sports management.

#### Rationale:

Building an effective and sustainable organisation through the following strategic priorities will help ensure Pétanque Australia:

- Maintain its Board of Directors
- Achieve the financial resources to deliver high performance and development programs
- Maintain good relationships with key stakeholders such as government, state associations, clubs, sponsors and commercial partners
- Promote itself to help attract new members and build community awareness
- Embrace new technologies to improve communications with key stakeholders

Key Goals	Strategies	Key Performance Indicators
<b>Fully funded</b>	<ul style="list-style-type: none"> <li>• Achieve sports recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Sport is recognised by Australian Sports Commission</li> <li>• Petanque Australia is recognised as a National Sporting Organisation (NSO)</li> </ul>
	<ul style="list-style-type: none"> <li>• Obtain funding grants</li> </ul>	<ul style="list-style-type: none"> <li>• Funding submission policy, strategy and procedures developed</li> <li>• Regular grant applications submitted</li> <li>• Grants received</li> </ul>
	<ul style="list-style-type: none"> <li>• Encourage Leagues to obtain grants</li> </ul>	<ul style="list-style-type: none"> <li>• State leagues receive funding grants</li> </ul>
<b>Sponsors</b>	<ul style="list-style-type: none"> <li>• Establish a sponsorship/marketing policy/guide</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsorship/marketing policy/guides implemented</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>• Align budget with goals and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Budget reflects strategic and operational plans</li> </ul>



## Effective Governance

### Objective:

To meet all statutory responsibilities and keep the sport free from potential risk.

### Rationale:

Achieving high standards of governance will ensure that:

- People involved in the sport of pétanque can enjoy their play without fear of litigation
- To protect the image of the sport in the community
- To minimise the burden of insurance policy costs

Key Goals	Strategies	Key Performance Indicators
<b>Competent administrators</b>	<ul style="list-style-type: none"> <li>• Implement development &amp; accreditation program for administrators</li> </ul>	<ul style="list-style-type: none"> <li>• All administrators accredited to ASSA certification</li> </ul>
<b>Fiscal management</b>	<ul style="list-style-type: none"> <li>• Maintain financial management in accordance with corporations law</li> </ul>	<ul style="list-style-type: none"> <li>• Audit confirms compliance with requirements of corporations act</li> </ul>
<b>Policies &amp; procedures</b>	<ul style="list-style-type: none"> <li>• Establish a waivers exemptions &amp; over-rides system</li> </ul>	<ul style="list-style-type: none"> <li>• Member clubs, administrators, officials utilise system when unable to meet standards.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a culture of acceptance and adherence to policies &amp; procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Audit of club, player and league practices shows 100% compliance with policies and procedures.</li> </ul>
	<ul style="list-style-type: none"> <li>• Petanque Australia complies with all FIPJP policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Ant-doping policy implemented</li> </ul>
<b>National patron</b>	<ul style="list-style-type: none"> <li>• Appoint a national patron with a sporting profile</li> </ul>	<ul style="list-style-type: none"> <li>• National patron appointed</li> </ul>
	<ul style="list-style-type: none"> <li>• Encourage appointment of patrons to Leagues &amp; Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Each club and League has patron appointed</li> </ul>
<b>Reputation, Brand, Image</b>	<ul style="list-style-type: none"> <li>• Establish pétanque as a community focused sport that allows participants to realise their recreational goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Pétanque is recognised by government and the community.</li> </ul>



## Tournaments

### Objective:

To provide a challenging international events and a respected Australian competition structure at national, state and club level

### Rationale:

Providing a challenging international events and a respected Australian competition structure at national, state and club level through the following strategic initiatives will help to:

- Provide players with the opportunity to participate in international competition within Australia
- Maintain a standard of competition that interests competitive and social players alike.

Key Goals	Strategies	Key Performance Indicators
<b>Internationally recognised event</b>	• Host an international event e.g. Oceania 2006.	• Oceania Competition hosted
	• Bid for Pacific Games.	• Pacific Games secured
	• Establish the Australian Pétanque Open as an international event.	• Australian Petanque Open in International Calendar
	• Conduct an 'International Festival of Pétanque'.	• International Festival of Petanque in International Calendar
<b>Competent officials</b>	• Establish Officials accreditation program	• Officials accreditation program implemented
	• Tournament Officials Policy to be developed	• Tournament Officials Policy developed and implemented
	• All tournament officials to be accredited	• 100% accreditation of National & State officials • 75% accreditation of Club officials
<b>Competent umpires</b>	• Establish umpires accreditation program	• Umpire accreditation program implemented
	• All umpires to be accredited	• 100% accreditation of Club, State and National Umpires
<b>Domestic competition structure</b>	• All clubs to have competition/event program that includes balance of social and competitive opportunities	• Clubs and Leagues submit balanced program of events annually



Key Goals	Strategies	Key Performance Indicators
	<ul style="list-style-type: none"> <li>• Create an Inter-club competition structure</li> </ul>	<ul style="list-style-type: none"> <li>• Inter-club competition program implemented</li> </ul>
	<ul style="list-style-type: none"> <li>• Create an Inter-state competition structure</li> </ul>	<ul style="list-style-type: none"> <li>• Inter-state competition program implemented</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure alignment of competitions to facilitate player development</li> </ul>	<ul style="list-style-type: none"> <li>• National player ranking program includes state and club results</li> </ul>
<b>International standard facilities</b>	<ul style="list-style-type: none"> <li>• Develop a guide for organizers</li> </ul>	<ul style="list-style-type: none"> <li>• Competition Organisers Guide implemented</li> </ul>
	<ul style="list-style-type: none"> <li>• Create a bidding procedures &amp; guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Tournament Host Bidding Procedure implemented</li> </ul>

## Sport Development

### Objective:

To grow the participation and interest in Pétanque through a range of strong development programs, that are agreed to and implemented in partnership with state Pétanque Leagues and member clubs.

### Rationale:

Growing the participation and interest in Pétanque through the following strategic priorities will help to:

- Advance the level of cooperation with state leagues and support for clubs
- Foster Pétanque's role in the community
- Protect and develop Pétanque's coaches, officials and volunteers

Key Goals	Strategies	Key Performance Indicators
<b>Coaches</b>	<ul style="list-style-type: none"> <li>• Implement development &amp; accreditation program for coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Program implemented</li> </ul>
<b>Officials</b>	<ul style="list-style-type: none"> <li>• Implement development &amp; accreditation program for officials</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation program implemented</li> </ul>
<b>Umpires</b>	<ul style="list-style-type: none"> <li>• Implement development &amp; accreditation program for umpires</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation program implemented</li> </ul>
<b>Clubs</b>	<ul style="list-style-type: none"> <li>• Clubs to maintain membership of local and regional sports bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs are members of regional sports associations</li> </ul>



Key Goals	Strategies	
		<ul style="list-style-type: none"> <li>• Key Performance Indicators</li> </ul>
	<ul style="list-style-type: none"> <li>• Create a club start-up pack</li> </ul>	<ul style="list-style-type: none"> <li>• Club 'Start-up Packs' available for circulation</li> </ul>
	<ul style="list-style-type: none"> <li>• Create a CD of policies &amp; procedures; forms; competition manuals</li> </ul>	<ul style="list-style-type: none"> <li>• CD circulated</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish Development Officers in each state</li> </ul>	<ul style="list-style-type: none"> <li>• Development officer appointed in each state</li> </ul>
<b>Players</b>	<ul style="list-style-type: none"> <li>• Ensure that sport maintains focus on equal opportunities for all</li> </ul>	<ul style="list-style-type: none"> <li>• All policies and procedures reflect Member Protection Policies</li> <li>• Strategic Plan reflects equity initiatives</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish pétanque as a sport in emergency services; defence; business games</li> </ul>	<ul style="list-style-type: none"> <li>• Petanque is included in annual sporting events of essential service organisations</li> </ul>
<b>'Retirees' from other sports</b>	<ul style="list-style-type: none"> <li>• Develop relationships with other sports organizations</li> </ul>	<ul style="list-style-type: none"> <li>• New entrants are being sourced from other sports</li> <li>• Strategy and procedures developed</li> </ul>
<b>1,000,000 recognised players</b>	<ul style="list-style-type: none"> <li>• Establish data to identify 'population' of pétanque players</li> </ul>	<ul style="list-style-type: none"> <li>• Research completed into potential market for members</li> </ul>
<b>10,000 licensed players</b>	<ul style="list-style-type: none"> <li>• Establish player 'sign-up' campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Procedures develop; 'How-to' guide available</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish member benefits program</li> </ul>	<ul style="list-style-type: none"> <li>• Member benefit program implemented</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish benefits statement to players</li> </ul>	<ul style="list-style-type: none"> <li>• Benefit statement included in Club Start-up Kit</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure effective communication to licensed players</li> </ul>	<ul style="list-style-type: none"> <li>• Player Newsletter distributed quarterly</li> </ul>
<b>Recognised as a 'sport' in Australia</b>	<ul style="list-style-type: none"> <li>• Establish PA accreditation as a program provider of ASC programs</li> </ul>	<ul style="list-style-type: none"> <li>• Petanque Australia has NSO status with ASC</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish Petanque as a sport that is recognised as a safe social recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Petanque recognised by State and Federal Health Organisation</li> </ul>
	<ul style="list-style-type: none"> <li>• Established member of 'Sport Boules'</li> </ul>	<ul style="list-style-type: none"> <li>• Petanque Australia is a member of "Sports Boules Australia"</li> </ul>



## High Performance

### Objective:

To foster the success of Australian athletes at international level

### Rationale:

Fostering international success through the following strategic priorities will help to:

- Maintain Pétanque's international rankings
- Develop the next generation of high performance athletes
- Ensure Pétanque has a pool of quality high performance coaches and officials to support athlete development
- Search for a competitive advantage through sports science and medicine

Key Goals	Strategies	Key Performance Indicators
<b>Talent identification &amp; development</b>	• Establish a Player Development Policy	• Policy implemented and understood
	• Review current database of players	• All players assessed and invited to participate
	• Identify high potential players	• A High Potential Player squad established in each club
	• Establish a talent pool	• High Potential squads developed at State level
	• Implement development program	• A player development program is implemented for club, state and national development pools
<b>Youth development</b>	• Establish coaches in each club	• All member clubs have at least one accredited coach
	• Encourage Leagues to establish youth program in each club	• Youth development programs established in each state
	• Establish criteria for inclusion in representative teams	• Representative Squad selection policy and procedures implemented
<b>Elite competitions</b>	• Establish tournaments that encourage elite player development	• Elite player tournaments scheduled in club, state and national calendars



## Four-year Outlook

The purpose of this 4 Year Outlook is to identify when Pétanque Australia will address the strategic initiatives. This outlook will provide the frame work for the budgeting process

Key Goals	Year 1	Year 2	Year 3	Year 4
<b><u>Organisation</u></b>				
Fully funded	→			
Sponsors	→			
Budget	→			
Registered office	→			
<b><u>Governance</u></b>				
Competent administrators	→			
Fiscal management	→			
Policies & procedures	→			
National patron	→			
Reputation, Brand, Image	→			
<b><u>Tournaments</u></b>				
Internationally recognised event	→			
Competent officials	→			
Competent umpires	→			
Domestic competition structure	→			

