

Golf NSW

Strategic Plan

2014-17

Key Focus

- 1 Enhanced Club Health
- 2 Industry Collaboration
- 3 Effective Communication
- 4 Volunteer Support
- 5 Growth Opportunities
- 6 Financial Strength
- 7 Improved Governance



GOLF NSW



Golf NSW's Purpose

“To efficiently promote, market, and advance the game of golf in the State in collaboration with Golf Australia, State Golf Associations and other industry bodies; ensuring a viable future for the game.”

Key Benefits

“All member clubs, and current and future golfers in NSW.”

- Increased playing opportunities for all levels of golfers, access to a variety of golf experiences, and a non-intimidating entry pathway for golfers
- Leadership, expertise and resources for event management, participation initiatives, administrative assistance, handicap maintenance, High Performance programs, and education
- Effective communication

1

Enhanced Club Health

1.1. Develop a Club Support suite of tools and services

- Identify the needs and terms of reference for club support services – create a scoping document
- Implement club support consultants, responsible for assisting clubs with adapting to societal changes, strategic planning and risk management; promoting case studies of success
- Explore the market for current resources to utilise
- Build online training and solutions
- Lead initiatives for shared services
- Financial health check service for clubs
- Develop a communications strategy for current club services
- Implement a buddy-club system for big and small clubs, to share knowledge, resources, and equipment

2

Industry Collaboration

2.1 Encourage Golf Australia (GA) to lead collaboration with key State stakeholders on mutual interests

- Clearly identify and articulate the benefits to develop a business case for industry collaboration
- Promote the game collectively – collaborating with States and GA
- Develop a consistent industry message highlighting Golf NSW unique selling point/point-of-difference

2.2 Clarify the roles, responsibilities and purpose of all golf bodies

- Enhance relationships with other key industry bodies (GA, PGA, GMA, JNJG)
- Clarify the roles, responsibilities and purpose of the Board, Committees, Districts and Council (including size)
- Clarify the roles, responsibilities and purpose of JNJG and Golf NSW in junior golf

2.3 Consolidate the focus of golf bodies in the State

- Consolidate all golf bodies at a State level
- Share goals and resources at a State level
- Review possibility to align with Veterans and Masters' groups
- Identify and leverage best-practice/overseas experiences and examples

3

Effective Communication

3.1 Conduct a communications audit to examine and improve two-way communication with stakeholders

- Clarify the purpose, terms of reference, budget and expected outcomes for the audit
- Appoint an external consultant to conduct audit
- Clearly define the future roles of all Golf NSW stakeholders
- Identify the most appropriate forms of communication
- Identify the current gaps in the communication flow that are preventing information from reaching the desired audience
- Develop a welcome pack for new golfers

3.2 Develop, coordinate and resource a media, technology and communications strategy

- Implement recommendations from communications audit
- Appoint a resource to assist with the implementation of the strategy
- Develop a plan for a presence in the Country and the need for further initiatives
- Understand the purpose and priorities of the website, and redevelop

5

Growth Opportunities

5.1 Become better educated on the growth markets and how to capture these segments

- Collate evidence on these markets through existing or new research
- Develop a plan for social golf that maximises the benefits for the golfer and the clubs
- Develop programs for mature golfers (45+)

5.2 Educate and encourage clubs to understand and attract growth markets and retain members

- Educate clubs to cater for women golfers
- Educate clubs on the benefits and inevitability of a single membership model
- Encourage game flexibility – formats, courses, prices, dress codes
- Develop an online presence that provides case studies, research, templates and check lists to assist clubs to attract these markets
- Demonstrate the value of affiliation to new and current golfers and clubs

4

Volunteer Support

4.1 Develop a comprehensive volunteer framework for golf in NSW

- Introduce a volunteer working group to drive the framework
- Research other volunteer organisations for best practice examples
- Develop and promote a suggested framework to recruit, train, recognise, and support volunteers
- Educate the clubs and Districts to adapt to changing volunteer trends
- Develop clearly defined roles and responsibilities for all volunteer types
- Promote and market the value of volunteers, and volunteering



6

Financial Strength

6.1 Assess our current revenue and expense streams

- Complete a strategic review of income; fee structure; and investment options
- Explore alternative revenue models
- Complete a review of Golf NSW's expenses to ensure resources are directed toward strategic priorities

6.2 Develop a marketing and commercial strategy

- Develop or acquire a database for commercialisation and improved member benefits
- Collaborate with the other golf bodies (e.g. Golf Australia, States)
- Highlight Golf's differentiation as a sport - physical/mental/social/health
- Attract support for the Foundation, Indigenous and Disability Programs, etc.
- Explore opportunities for health fund rebates
- Understand the value of Golf NSW's sponsorship assets for corporate partnerships
- Review needs for additional marketing and commercial expertise at Board and staff level
- Review Golf NSW brand and image

6.3 Invest in a resource with core competencies in developing government relationships at a State and local level. This resource will develop strong relationships, and identify and secure government funding at all levels

7

Improved Governance

7.1 Ensure the Board has appropriate skills and experience

- Amend the constitution to allow the appointment of independent Directors
- Ensure the Board has appropriate finance experience and skills
- Ensure the Chair of Finance, Audit & Risk Committee has the required level of expertise

7.2 Implement the adopted governance recommendations from the independent review and adopt Australian Sports Commission Good Governance Principles

- Board training
- Governance checklist
- Clarify the power to delegate authority
- Country Club affiliation fees
- Introduce aligned 'Development & Service Areas'
- Review the voting structure and nomination processes
- Remove from the constitution the qualification requirement that Directors be a registered player, and review other constraints
- Remove casting vote for Chairman in constitution
- Call for expressions of interest for Districts to amalgamate



#nswgolfclubs #actgolfclubs #TimeToSign



1a Duncan Street
PO Box 195 Arncliffe NSW 2205
P: 02 9505 9105 F: 02 9505 9199
www.golfnsw.org