



Golf Tasmania

Strategic Plan 2015-18

Our Mission

To lead, govern, promote and develop all aspects of the game

Our Vision

To grow the game of golf

Our Values

Golf Tasmania places a strong emphasis on its values

Leadership

- We provide strong leadership, effective management and make sound business decisions in all of our activities, and are accountable to our members

Integrity & Professionalism

- We promote the life skill values of golf - the game's etiquette, its rules, the honesty and self-regulation
- We will act with honesty and openness in the decisions we make

Inclusivity

- We consider inclusivity and implement programs that encompass people from all walks of life
- We encourage input from all members of the golf community

Communication

- We value effective communication with all aspects of the golf community
- We are innovative in the use of contemporary communication tools

Respect

- We respect and value the contributions of the golf community
- We respect the traditions, etiquette and rules of golf, whilst being progressive and innovative in governing the sport



Golf Tasmania

Our Strategic Pillars

Governance &
Structure

Communication &
Brand Awareness

Club Viability

Participation

High Performance
& Player
Development

Investment into
golf
(Human & Financial
Resources)



Governance & Structure (page one)

Strategic Objective: Ensure best practice governance and management principles are in place, to improve the provision of services to the golf community

Effective governance and operational structure

Strategies:

1. Undertake a review of the structure of golf in Tasmania, defining the roles and responsibilities of key groups
2. Establish a best practice governance and operational model for GT, enabling an effective administrative structure and driving professionalism of the sport
3. Develop a consultation strategy on the 'model'
4. Appropriately address queries and complaints from the community
5. Develop Terms of Reference (ToR) for all committees/working groups
6. Develop best practice guides/models for use at club and association level
7. Undertake an organisational risk assessment and develop risk matrixes/mitigation strategies

Formal vision for the sport, positive culture and collaborative approach

Strategies:

1. Communication of GT's strategic plan
2. Embed the Mission, Vision and Values of GT across the golf community
3. Regularly review GT's strategic plan
4. Provide appropriate structures for a unified approach to the administration of the sport

Define membership of the sport

Strategies:

1. Undertake a membership review/audit
2. Develop a revised membership model



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Governance (page two)

Strategic Objective: Ensure best practice governance and management principles are in place, to improve the provision of services to the golf community

Enhance governance/management practices and policies

Strategies:

1. Conduct a review of existing policies for relevance and necessity
2. Appropriate policy development and implementation to 'fill the gaps'
3. Develop a governance education policy for the GT board
4. Develop an induction process for GT board members
5. Undertake a skills gap analysis/audit of the GT board
6. Employ (wherever possible) a rotation system to various regions of Tasmania for GT board meetings
7. Implement an annual board evaluation process
8. Develop a conflicts of interest register

Consistent regional based operations and support

Strategies:

1. Promote tools available to support clubs
2. Review how GT communicates/facilitates/delivers services state-wide
3. Ensure defined roles and responsibilities for all positions (paid and voluntary)
4. Implement an operational structure to deliver consistent quality service across the state
5. Implement a board charter/code of conduct
6. Develop a board decision-making policy
7. Develop a protocol for board/management interaction
8. Align sub-committees with the strategic plan and organisational structure
9. GT delegates to attend club and district association meetings (as far as practicable)
10. Develop a charter of dealings between GT and district associations
11. Provide appropriate structures for a unified approach to the administration of the sport



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Communication & Brand Awareness

Strategic Objective: Enable effective communication with the golf community

Communication model that uses contemporary mediums

Strategies:

1. Develop a communication plan
2. Establish a communication process that utilises innovative, timely and effective forms of communication
3. Leverage Golf Australia's national registration database for communication needs across the sport

Define clear lines of communication across the golf community

Strategies:

1. Establish communication strategies and targets across the golf community
2. Investigate, develop and implement a system of direct communication with individual golf stakeholders
3. Establish a two-way communication model

Ensure targeted, timely and relevant communication

Strategies:

1. Ensure a consistent approach to all levels of communication
2. Ensure transparency, openness and collaboration in the engagement of stakeholders
3. Communicate with members on a regular basis
4. Redevelop GT's website

Increase the reach of Golf Tasmania's brand

Strategies:

1. Expand brand awareness across the Tasmanian community
2. Ensure consistent use of the brand at all levels of golf in Tasmania
3. Attract sponsorship and corporate support through increased brand promotion
4. Develop a media strategy



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Club Viability

Strategic Objective: Assist in enabling the sustainability and financial viability of our members (clubs), through the provision of support and leadership

Improve governance, management and operational capacity of clubs

Strategies:

1. Build capacity within the club structure to enable increased participation rates and membership numbers
2. Identify gaps in national programs and facilitate local solutions
3. Provide advice on tools and resources available
4. Facilitate forums to disseminate and share information
5. Establish regular club education opportunities
6. Promote awareness of grant availability
7. Establish a club visitation plan/strategy

Support change and innovation

Strategies:

1. Develop an information sharing strategy
2. Lead initiatives for shared services
3. Identify and promote examples of best practice
4. Implement club support initiatives



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Participation

Strategic Objective: Effectively grow participation and membership of the game and sport

Increase participation in the game

Strategies:

1. Implement nationally driven participation products/programs
2. Develop targeted state-wide products/programs aimed at increasing awareness of, and participation in, golf
3. Establish a junior participation model
4. Ensure clear and accessible pathways for participation

Develop and implement state based initiatives targeting key areas of participation growth

Strategies:

1. Identify gaps in national programs and assist/facilitate local solutions
2. Grow the number of female participants and members in Tasmania
3. Develop targeted recruitment strategies for identified participant groups
4. Provide relevant participation and competition opportunities for all Tasmanians

Enable sustained growth of GT membership

Strategies:

1. Establish a system of identifying the retention rate of members at club level
2. Deliver innovative golf activities for GT's membership
3. Increase conversion of *MyGolf* participants to golf club members
4. Engage with the non-member golfer



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High Performance & Player Development

Strategic Objective: Ensure opportunities for all members to achieve their potential

Provide structured pathways for the golf community to achieve their potential

Strategies:

1. Formalise and promote an elite player development strategy
2. Deliver a high performance program that supports members, with appropriate pathways to national programs
3. Ensure alignment of pathways across the sport and in all disciplines
4. Ensure player access to high quality coaching
5. Appropriate resourcing of development pathways and high performance programs

Provide linkages to national and state programs

Strategies:

1. Linkage with Golf Australia high performance programs
2. Promote national forums
3. Identify gaps in national programs and facilitate local solutions
4. Engagement of the golf community in high performance and development programs
5. Identify and promote examples of best practice

Provide opportunities for talent identification

Strategies:

1. Investigate current TIS scholarship arrangements and selection criteria
2. Establish a school based athlete and development program
3. Promote talent identification and self-identification
4. Regular recruitment into development pathways through talent identification



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Investment into golf (Human & Financial Resources)

Strategic Objective: Ensure strong, sustainable partnerships that benefit all levels of the sport, and allow for sustained financial growth and workforce development

Provide structured pathways and opportunities for workforce development

Diversify income streams and maximise commercial opportunities

Increase capacity to invest back into the golf community

Strategies:

1. Increase access to development, support and education for officials
2. Increase access to development, support and education for coaches
3. Develop a volunteer strategy

Strategies:

1. Develop a marketing strategy and product prospectus
2. Ensure strong and sustainable financial systems enabling ongoing financial growth
3. Strengthen current financial investments
4. Increase grant funding opportunities across the golf community
5. Review current business models

Strategies:

1. Improve the efficiency of resource allocation
2. Further GT's business and strategic partnerships
3. Implement a risk management plan