



## Golf SA

### SRSP Stakeholder Feedback Survey April 2016

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#### Main Report (n=93)

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**Government of South Australia**  
Office for Recreation and Sport

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## 1. Introduction

Apr 2016

### 1.1 Background

The Office for Recreation and Sport (ORS) administers the Sport and Recreation Sustainability Program (SRSP). The purpose of this grant funding is to support State Organisations to provide leadership, policies and services relevant to their activity. The SRSP is linked to membership and turnover.

This survey has been commissioned by ORS to obtain feedback from Golf SA's membership and stakeholders to:

- Understand members' and stakeholders':
  - Experiences and relationships with Golf SA
  - Aspirations for the future of Golf SA
- Measure Golf SA's performance in meeting member and stakeholder needs and expectations
- Provide indications for how Golf SA can better meet the needs and expectations.

The SRSP Stakeholder Feedback Survey was developed in 2013 after ORS investigated similar surveys, in particular the pioneering work undertaken by Sport New Zealand with their national and regional sport and recreation organisations.

Leaderskill Group Pty Ltd was engaged to design and administer the survey on behalf of ORS.

The development of the survey utilised a number of sources, including:

- Consultation with the State Sporting and Recreation Organisations (SSO, SRO) and the Industry Representative Bodies (IRB), including questionnaire development and the customisation of the RSO and IRB service and support questions.
- The Office for Recreation and Sport – ORS Strategic Plan 2013-2015, the Sport and Recreation Development Team, and the Funding Service Team.
- Leadership literature, the Role of a State Sporting Organisation in the National Sport and Active Recreation Framework, the Australian Sports Commission (ASC) Governance principles, and Sport New Zealand.

The initial survey was undertaken in 2013, where 75 state sport and recreation organisations participated. A similar process was undertaken in 2016 with surveys deployed across 70 organisations. The feedback provided by respondents was presented anonymously. Only aggregated responses are shown in this report.

### 1.2 Intellectual Property and Licensing Arrangements

The background Intellectual Property to this report, including the report format, survey questions, survey model and scales is jointly owned by the Crown and Leaderskill Group Pty Ltd, Sydney Australia. ORS acknowledges that this survey report was authored by Leaderskill Group Pty Ltd with contributions by the ORS.

Leaderskill Group Pty Ltd hosts the [www.leaderskill.com.au](http://www.leaderskill.com.au) website and is available at [survey@leaderskill.com.au](mailto:survey@leaderskill.com.au).

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# 1. Introduction

Apr 2016

## 1.3 Methodology

The survey respondents nominated by Golf SA were invited by email to respond to survey questions grouped into the following **Business Areas**. These are identified by four distinctive colours throughout the report:

	Leadership
	Relationship and Communication
	Services and Support
	Policies

The survey obtained quantitative feedback for each organisational service/activity ('performance' and 'importance' scores), and qualitative feedback about each of the Business Areas (open-ended questions and comments).

## Demographic Questions

Respondents were asked to identify their main affiliation with the organisation and their main role.

## Two Scales

Respondents answered each question using two independent scales about 'Performance' and 'Importance', these are set out below. Each scale provided the option for "N/A or don't know".

The 'Policies' section had a different scale. It asked about the level to which a policy had been implemented.

### 1. Performance:

Standard Scale: 'Disagree / Agree'						
1	2	3	4	5	6	7
Strongly disagree	Disagree	Slightly disagree	Neither agree / disagree	Slightly agree	Agree	Strongly agree

'Policies' Scale: 'Not implemented / Fully implemented'						
1	2	3	4	5	6	7
Not implemented	← →				Fully Implemented	

### 2. Importance:

Scale: 'Not important / Extremely important'						
1	2	3	4	5	6	7
Not at all important	Low importance	Somewhat important	Moderately important	Important	Very important	Extremely important

## 1.4 Respondents' level of Engagement

The concept of 'Customer Engagement' describes customers' overall satisfaction with an organisation as well as their belief in its integrity and feelings of confidence in, pride and passion for, and belonging to the organisation.

Ten questions from the questionnaire that are closely aligned to the Gallup organisation's well-regarded Customer Engagement Survey (Copyright © 1994-2000) were selected from the four Business Areas to provide an indication of members' and stakeholders' engagement with Golf SA.

## 1.5 When reading this report

This survey is a snapshot in time of the nominated respondent's perceptions of Golf SA's performance and importance of the four Business Areas. This information is represented in the report by a variety of graphs and other visual aids, as shown on the following page.

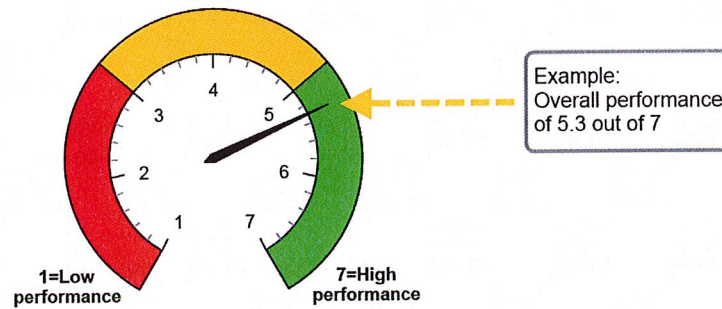


# 1. Introduction

Apr 2016

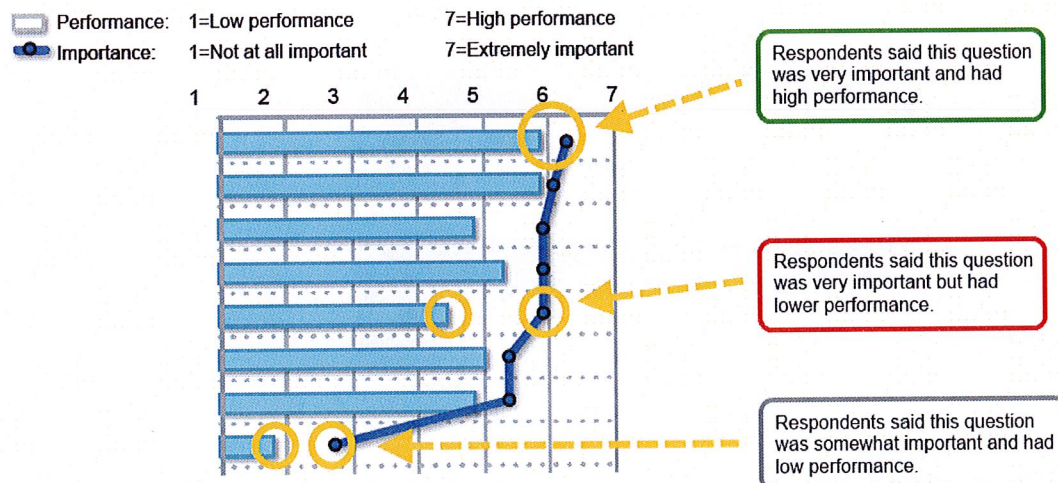
## Dials

Dials are used to represent the overall performance ratings (average scores) for all questions in the questionnaire and for the overall level of engagement. The 'needle' shows the overall score between 1 (low performance) and 7 (high performance).



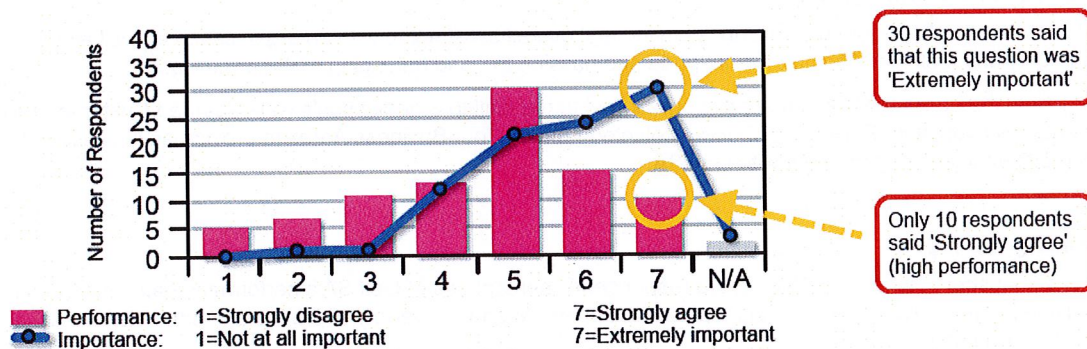
## Bar Graphs

Bar graphs show both the average performance and importance scores for Business Areas or individual questions in the questionnaire.



## Column Graphs

Column Graphs are used to present the detailed feedback for individual questions within each Business Area. Instead of showing the average scores for a question (as above), the bars and lines show *the number of respondents* who have selected particular ratings for that question.



## 1. Introduction

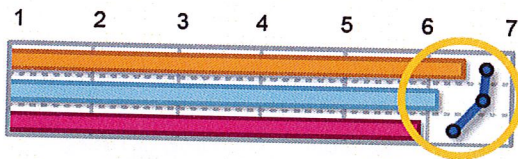
Apr 2016

### 1.6 What to look for in the report

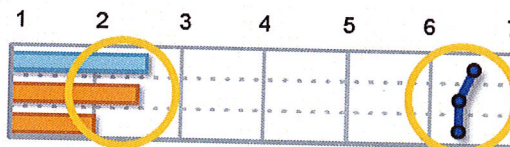
The report provides combined information about what is important to your respondents and their perception of Golf SA's performance. This means you can identify the areas that are most important to your respondents and where Golf SA is perceived to be performing well or where it could benefit from focusing its development.

Any item that has high importance but low performance will have a gap (see the example below). This type of gap highlights potential opportunities for your organisation. They represent key areas where your respondents would like you to perform at a higher level.

#### High Importance:

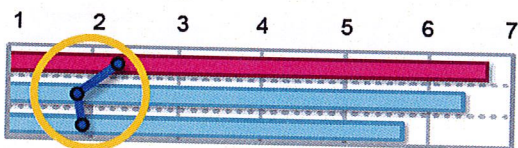


Perceived high performance and very important to respondents. These are high priority items for your organisation to continue doing well.

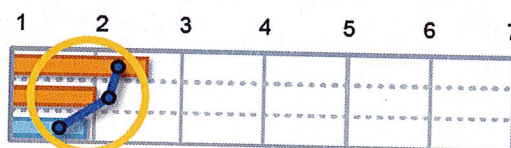


Perceived low performance but very important to respondents. These are high priority items for your organisation to focus on.

#### Low Importance:



Perceived high performance but not very important to respondents. Review your current activities and also focus on other higher priority items.



Perceived low performance but not very important to respondents. Review your current activities, but there may be other higher priority items to focus on.

### 1.7 Comparison with similar-sized organisations

Appendix 1 shows your results in comparison with other similar-sized organisations in your sector.

### 1.8 Beyond the Report

It is important to translate the opportunities that come out of this report into meaningful outcomes for your organisation. Your ORS Industry Advisor will provide support to assist you with this process.



## 2. Respondent Analysis

Apr 2016

### 2.1 Respondent Allocations

Respondents were nominated from the following groups:

1. Golf SA's *affiliated members* ('Members') – see table in section 2.2 below.
2. 'Other Stakeholders' include the membership of the *affiliated members*, and others, e.g. unaffiliated clubs, lapsed members, volunteers, parents, funders, commercial partners, councils.

Golf SA was allocated 350 respondents. 349 Members and 23 Other Stakeholders were nominated to take part in the survey.

The survey was officially open for four weeks, at which time the completion rates were taken to determine the incentive awards. The following table shows the final survey completion rates. These may be higher than the rates compiled at four weeks. If more respondents were nominated than were actually allocated, the completion rate by allocation shows respondents completed against the number allocated (not the number nominated). It was voluntary for the respondents to complete the survey.

Respondent Group	Completed	Nominated	Completion Rate	Allocation	Completion Rate by allocation
Members	82	349	23%	n/a	n/a
Other Stakeholders	11	23	48%	n/a	n/a
<b>Total Respondents</b>	<b>93</b>	<b>372</b>	<b>25%</b>	<b>350</b>	<b>27%</b>

### 2.2 Demographic Classification

'Members' and 'Other Stakeholders' were asked to select which of the following best described their sport affiliation with Golf SA:

Sport Affiliation	Number of Respondents	Sport Affiliation	Number of Respondents
Metropolitan	35	Riverland *	0
Eyre Peninsula	4	South East	5
Mid-North	7	Southern	13
Murraylands *	2	Yorke Peninsula	10
Northern	5	Other	12

\* To maintain anonymity, sport affiliations with less than 4 respondents are combined with 'Other' in the Demographic Analysis section of this report.

'Members' and 'Other Stakeholders' were asked to select which of the following best described their main role:

Main Role	Number of Respondents	Main Role	Number of Respondents
District/club administrator	28	Parent *	0
Club committee member	44	Funder/Commercial Partner *	0
Athlete/Player	5	Facility provider *	0
Coach *	0	Other	13
Official	3		

\* To maintain anonymity, main roles with less than 4 respondents are combined with 'Other' in the Demographic Analysis section of this report.

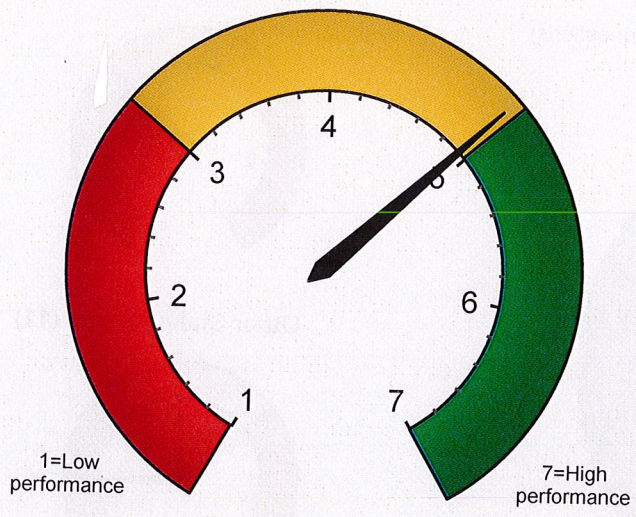


# Performance Snapshot

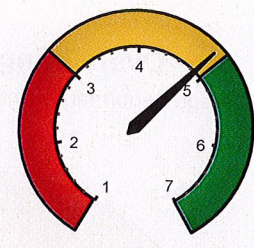
Golf SA  
Apr 2016

The graphs below show respondents' overall perception of Golf SA's performance.

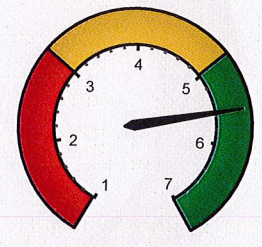
## Overall Performance Score (Average of all performance scores)



## Members (82)



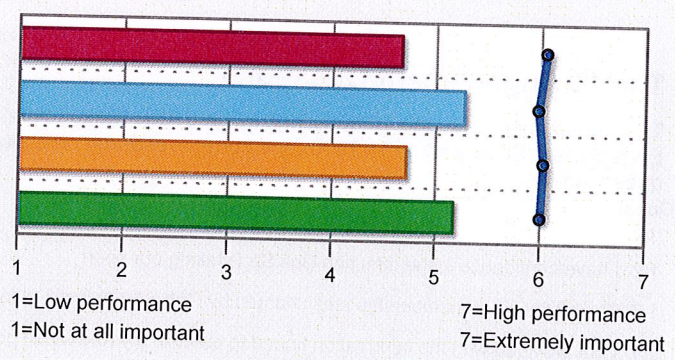
## Other Stakeholders (11)



## Business Area Summary

	Perf. Avg	Imp. Avg
1. Leadership	4.66	6.05
2. Relationship and Communication	5.28	5.97
3. Services and Support	4.71	6.03
4. Policies	5.18	5.99

Performance (Perf.):  
● Importance (Imp.):



## Highest to Lowest Performance

	Perf. Avg
2. Relationship and Communication	5.28
4. Policies	5.18
3. Services and Support	4.71
1. Leadership	4.66

## Highest to Lowest Importance

	Imp. Avg
1. Leadership	6.05
3. Services and Support	6.03
4. Policies	5.99
2. Relationship and Communication	5.97

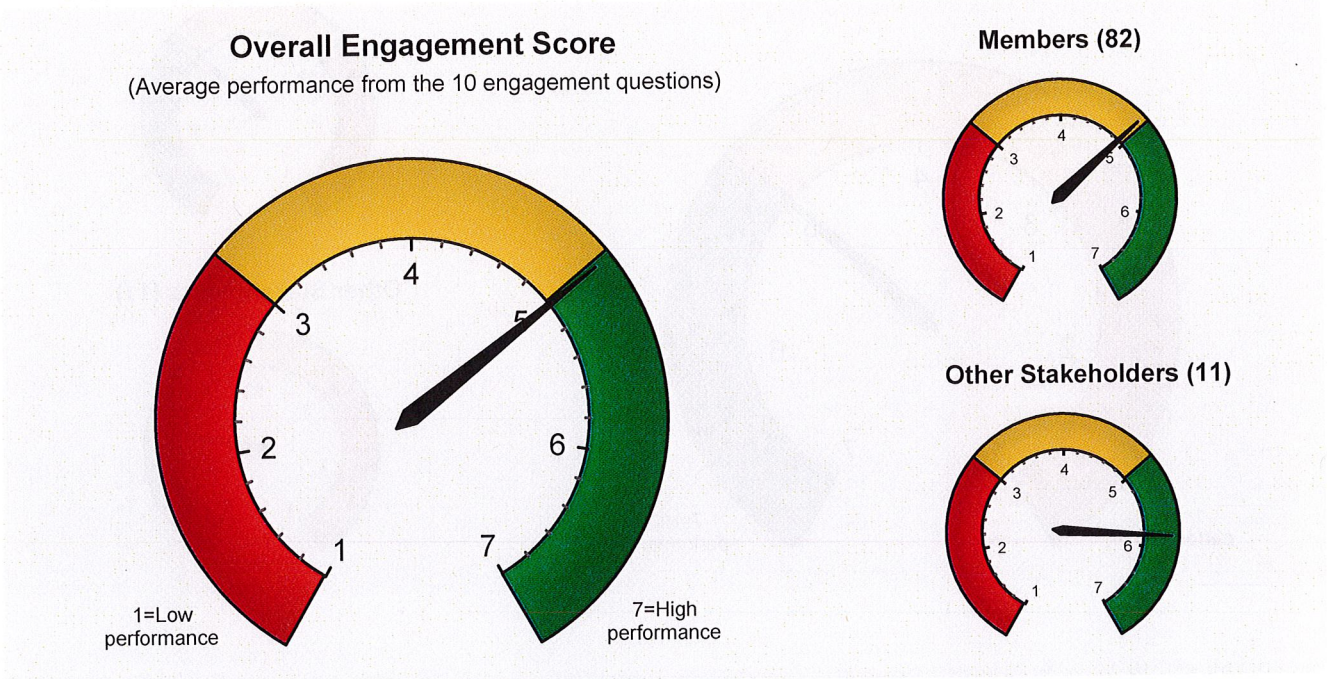


## Engagement Snapshot

Golf SA  
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### Engagement Factor

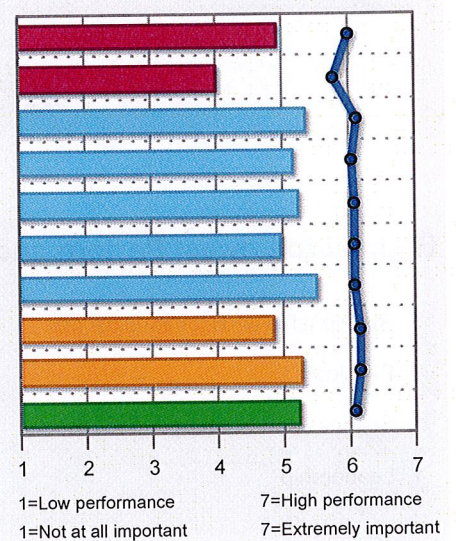
Ten specific questions (see below) were included to capture the level of engagement respondents have with Golf SA. Engagement is a reflection of their overall satisfaction and their feelings and perceptions of confidence, integrity, pride, passion and belonging.



### The 10 Engagement Questions

This section highlights the 10 questions in the SRSP Stakeholder Feedback Survey that are aligned to the Gallup Customer Engagement Survey (© 1994-2000) and current research on stakeholder engagement. They are shown in their order in the questionnaire.

Quest. no.	Question
1.2	I have confidence in the direction Golf SA is taking our sport
1.7	The affiliation or membership fees charged by Golf SA are justified for the services ...
2.1	I am provided with the information I need to perform my role within golf
2.4	Golf SA's representatives/staff listen to my point of view
2.5	I can rely on Golf SA to help resolve any problems or issues appropriately
2.7	Golf SA delivers on what it promises
2.8	I feel welcomed in the golf community
3.1	Our district/club is given support it needs to keep up to date and continuously impro...
3.2	Golf competitions are well managed in our area
4.5	There is a fair and accessible dispute resolution system





## Questions Prioritised by Performance

Questions grouped within their Business Areas

Golf SA  
Apr 2016

- Leadership
- Relationship & Communication
- Services & Support
- Policies

Performance: 1=Low performance 7=High performance  
Importance: 1=Not at all important 7=Extremely important





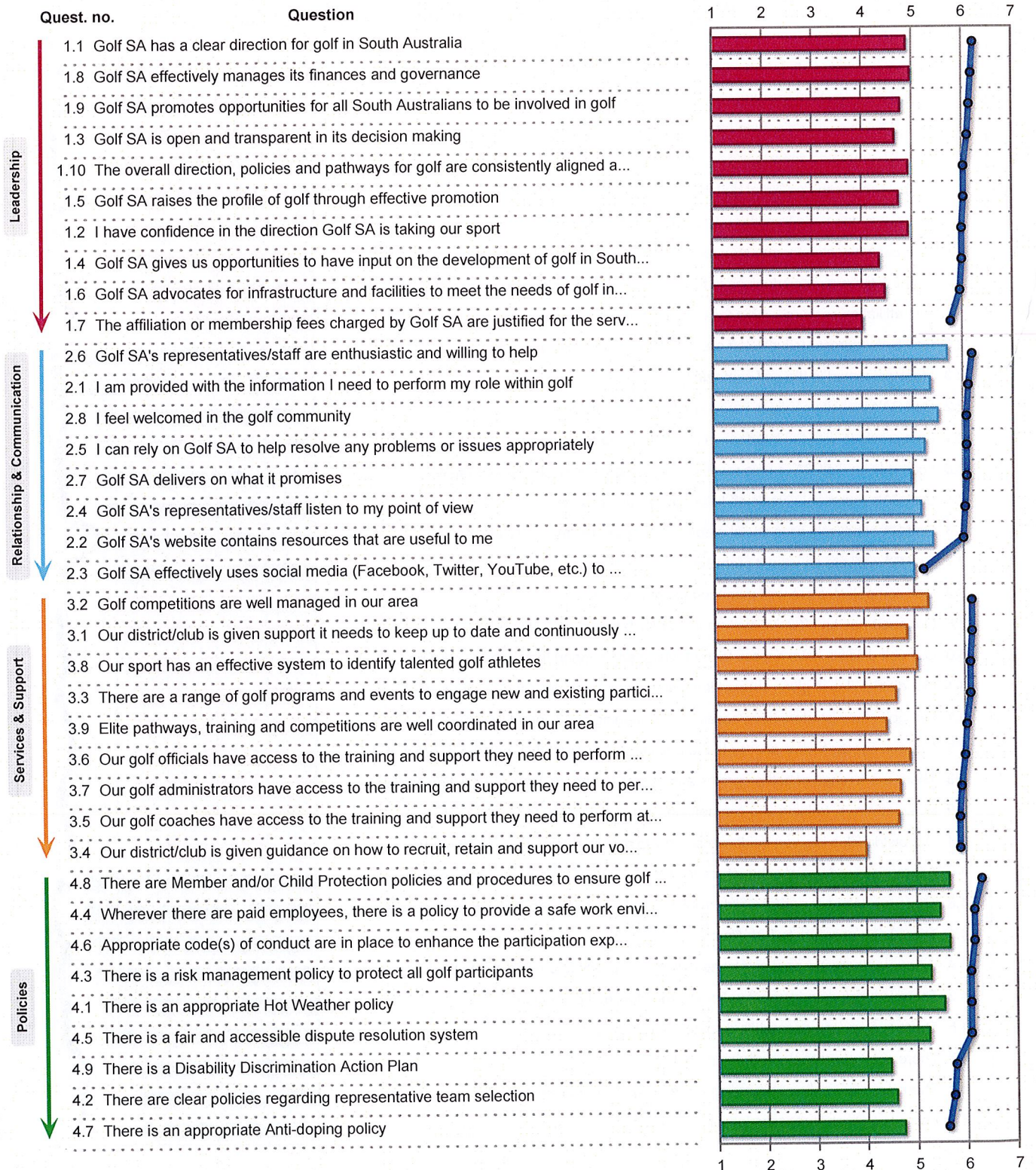
## Questions Prioritised by Importance

Golf SA  
Apr 2016

Questions grouped within their Business Areas

- █ Leadership
- █ Relationship & Communication
- █ Services & Support
- █ Policies

- Performance: 1=Low performance 7=High performance
- Importance: 1=Not at all important 7=Extremely important





## Questions Prioritised by Performance

Questions prioritised from the entire questionnaire

Golf SA  
Apr 2016

- Leadership
- Relationship & Communication
- Services & Support
- Policies

Performance: 1=Low performance 7=High performance  
Importance: 1=Not at all important 7=Extremely important





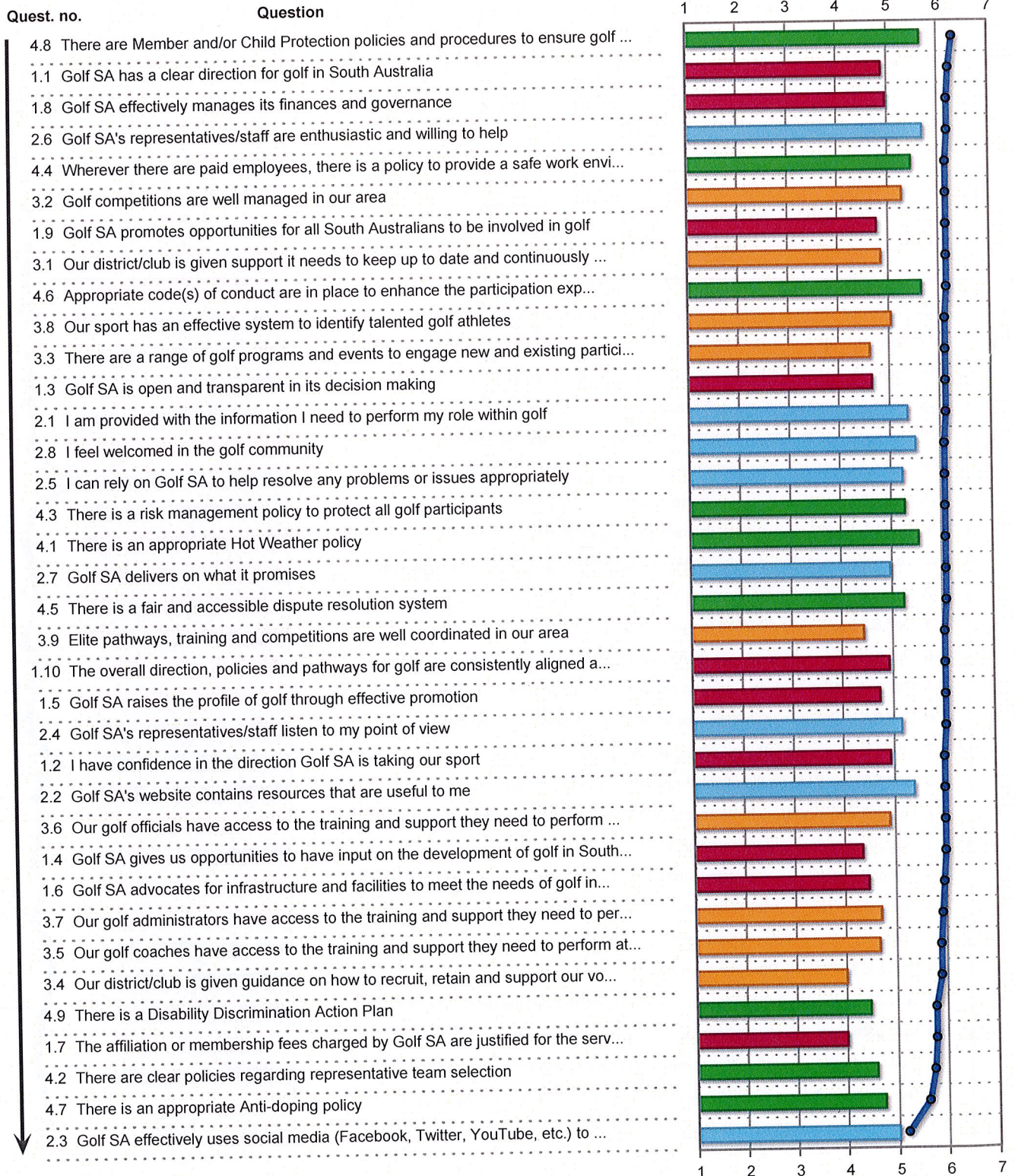
## Questions Prioritised by Importance

Golf SA  
Apr 2016

Questions prioritised from the entire questionnaire

- Leadership
- Relationship & Communication
- Services & Support
- Policies

Performance: 1=Low performance      7=High performance  
 Importance: 1=Not at all important      7=Extremely important





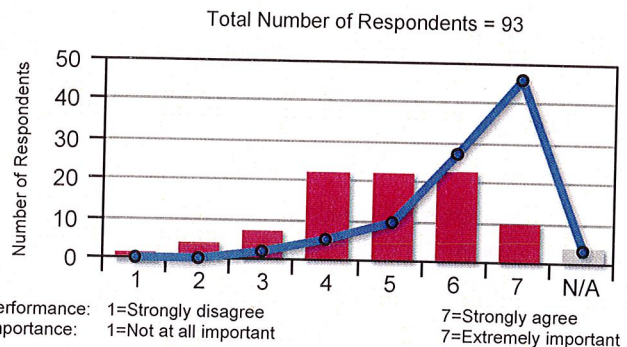
## Question Detail

Golf SA  
Apr 2016

### 1. Leadership

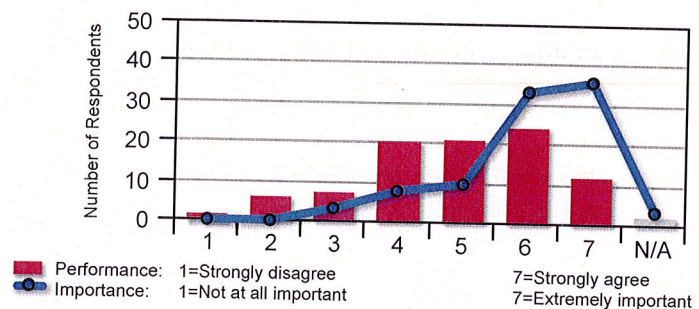
1.1 Golf SA has a clear direction for golf in South Australia

Average Performance Score = 4.90  
Average Importance Score = 6.22



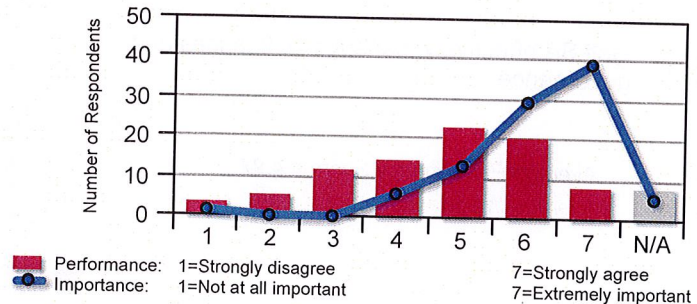
1.2 I have confidence in the direction Golf SA is taking our sport

Average Performance Score = 4.91  
Average Importance Score = 6.01



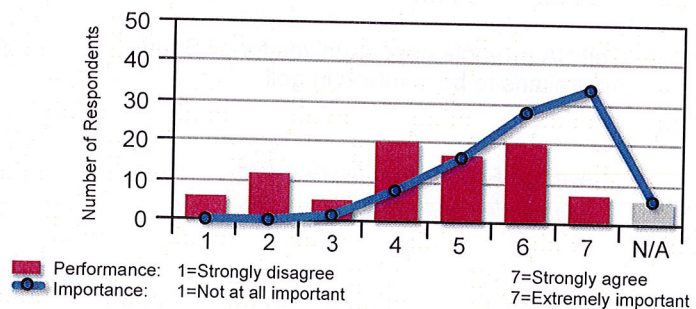
1.3 Golf SA is open and transparent in its decision making

Average Performance Score = 4.66  
Average Importance Score = 6.10



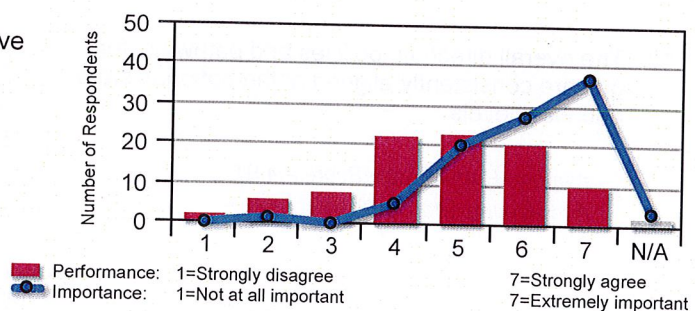
1.4 Golf SA gives us opportunities to have input on the development of golf in South Australia

Average Performance Score = 4.36  
Average Importance Score = 5.99



1.5 Golf SA raises the profile of golf through effective promotion

Average Performance Score = 4.74  
Average Importance Score = 6.03





## Question Detail

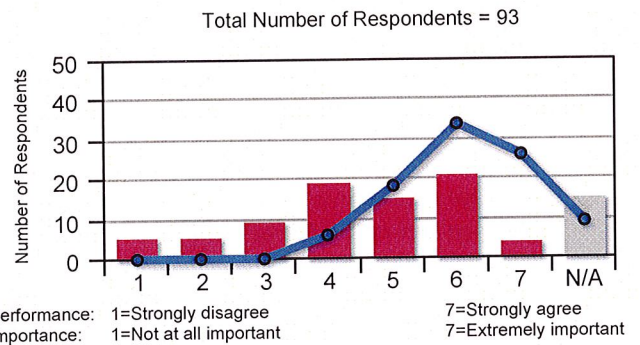
Golf SA

Apr 2016

## 1. Leadership (cont.)

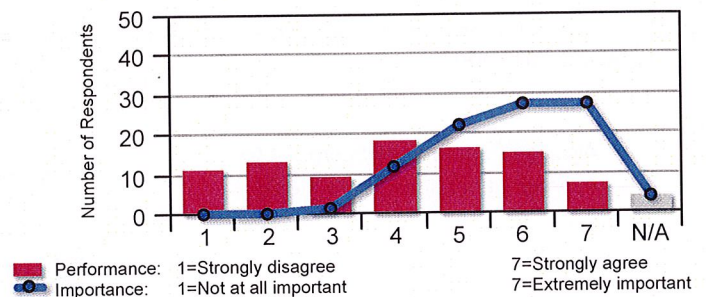
- 1.6 Golf SA advocates for infrastructure and facilities to meet the needs of golf into the future

Average Performance Score = 4.45  
Average Importance Score = 5.95



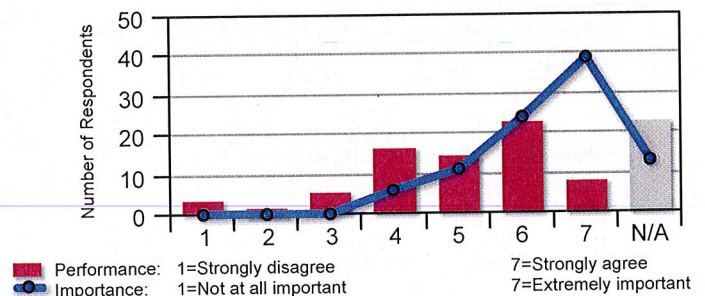
- 1.7 The affiliation or membership fees charged by Golf SA are justified for the services provided

Average Performance Score = 3.99  
Average Importance Score = 5.75



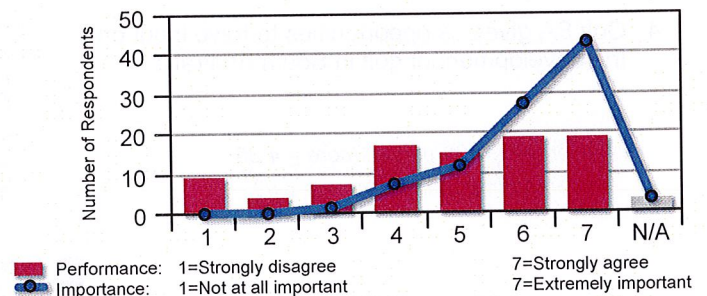
- 1.8 Golf SA effectively manages its finances and governance

Average Performance Score = 4.97  
Average Importance Score = 6.20



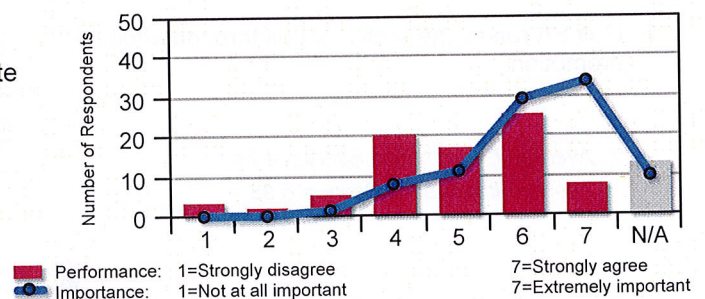
- 1.9 Golf SA promotes opportunities for all South Australians to be involved in golf

Average Performance Score = 4.76  
Average Importance Score = 6.16



- 1.10 The overall direction, policies and pathways for golf are consistently aligned at the national, state and local levels

Average Performance Score = 4.91  
Average Importance Score = 6.05





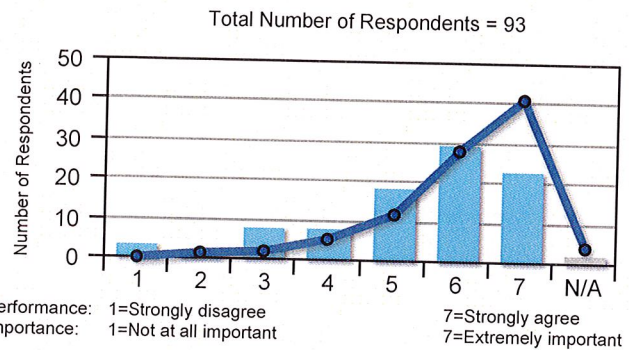
## Question Detail

Golf SA  
Apr 2016

### 2. Relationship and Communication

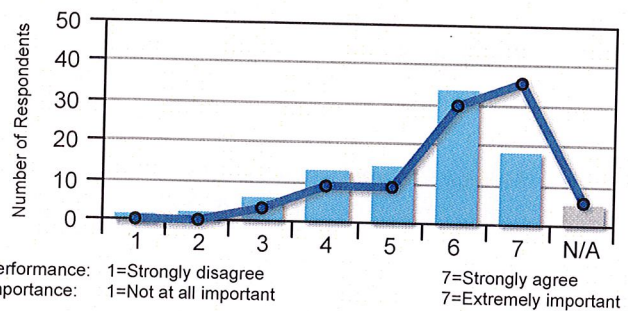
- 2.1 I am provided with the information I need to perform my role within golf

Average Performance Score = 5.36  
Average Importance Score = 6.10



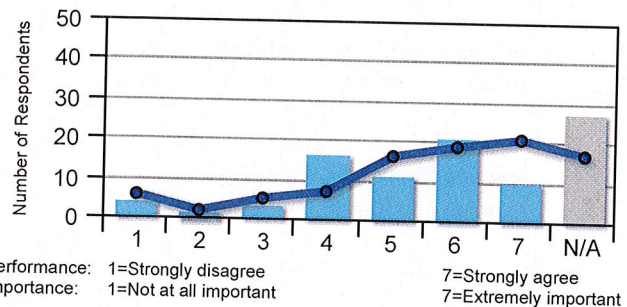
- 2.2 Golf SA's website contains resources that are useful to me

Average Performance Score = 5.40  
Average Importance Score = 6.00



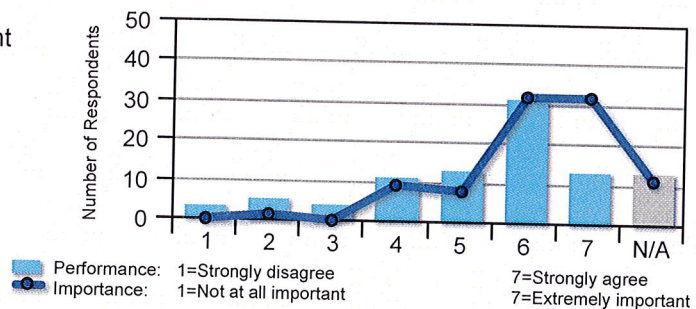
- 2.3 Golf SA effectively uses social media (Facebook, Twitter, YouTube, etc.) to keep me informed about current news and events

Average Performance Score = 5.00  
Average Importance Score = 5.18



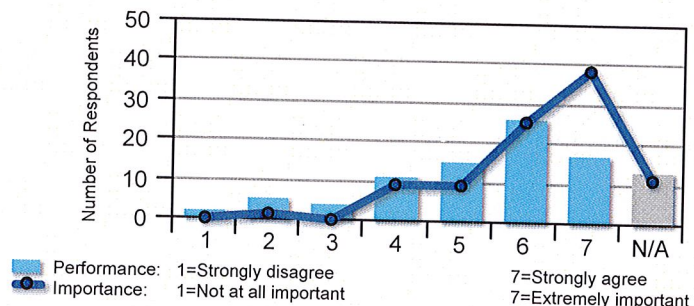
- 2.4 Golf SA's representatives/staff listen to my point of view

Average Performance Score = 5.14  
Average Importance Score = 6.02



- 2.5 I can rely on Golf SA to help resolve any problems or issues appropriately

Average Performance Score = 5.23  
Average Importance Score = 6.09





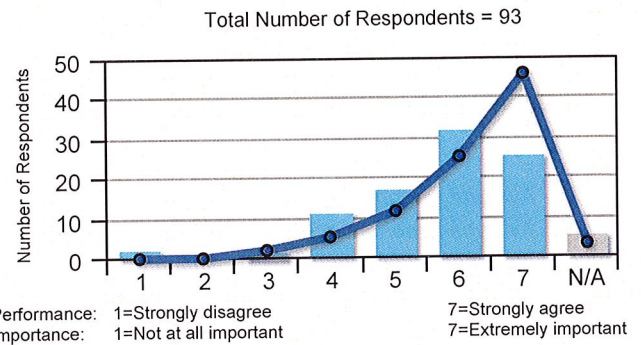
## Question Detail

Golf SA  
Apr 2016

### 2. Relationship and Communication (cont.)

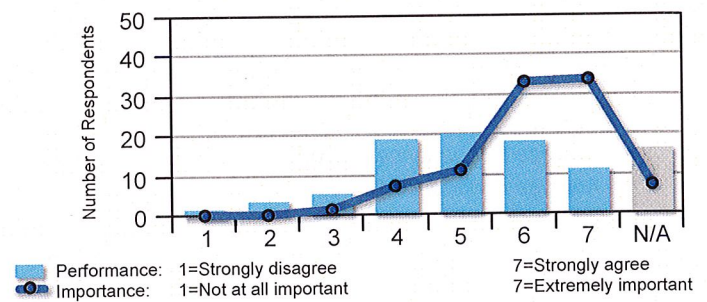
2.6 Golf SA's representatives/staff are enthusiastic and willing to help

Average Performance Score = 5.69  
Average Importance Score = 6.20



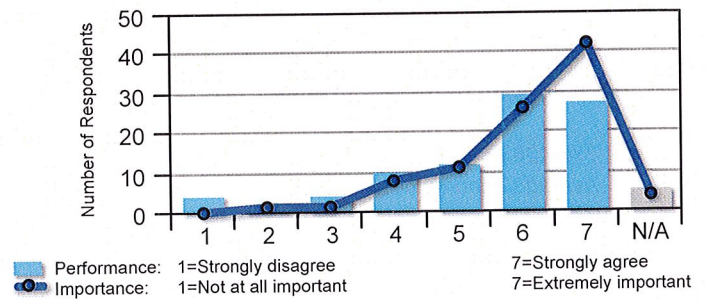
2.7 Golf SA delivers on what it promises

Average Performance Score = 4.97  
Average Importance Score = 6.07



2.8 I feel welcomed in the golf community

Average Performance Score = 5.49  
Average Importance Score = 6.09





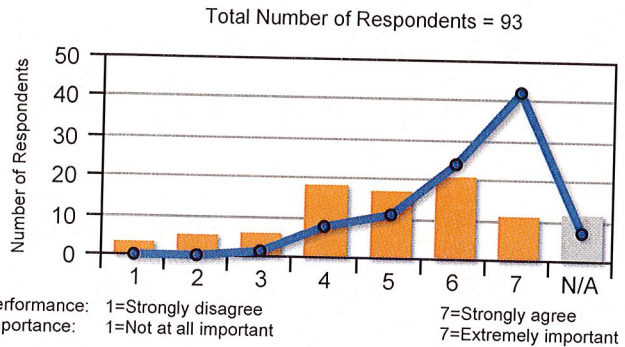
## Question Detail

Golf SA  
Apr 2016

### 3. Services and Support

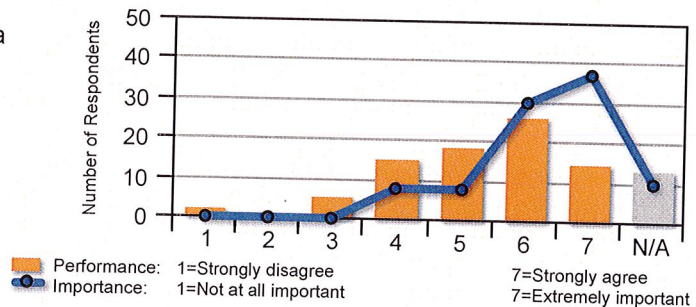
- 3.1 Our district/club is given support it needs to keep up to date and continuously improve

Average Performance Score = 4.83  
Average Importance Score = 6.14



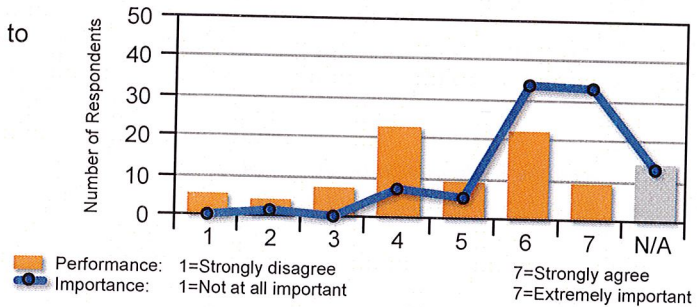
- 3.2 Golf competitions are well managed in our area

Average Performance Score = 5.26  
Average Importance Score = 6.16



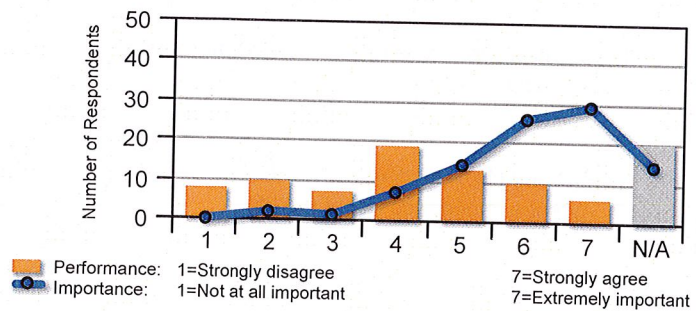
- 3.3 There are a range of golf programs and events to engage new and existing participants

Average Performance Score = 4.63  
Average Importance Score = 6.13



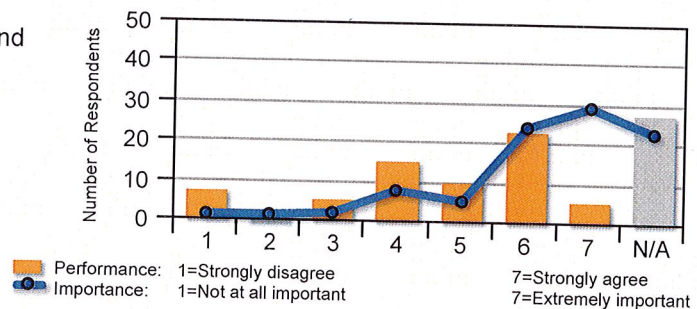
- 3.4 Our district/club is given guidance on how to recruit, retain and support our volunteers

Average Performance Score = 4.00  
Average Importance Score = 5.87



- 3.5 Our golf coaches have access to the training and support they need to perform at their best

Average Performance Score = 4.65  
Average Importance Score = 5.90





## Question Detail

Golf SA

Apr 2016

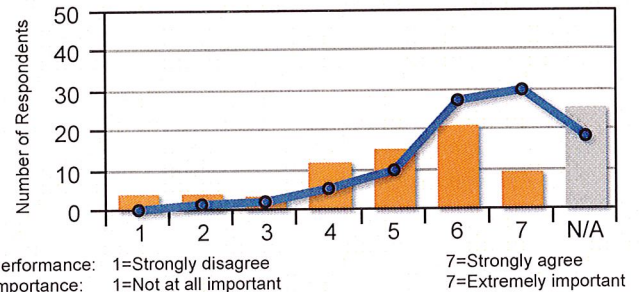
## 3. Services and Support (cont.)

- 3.6 Our golf officials have access to the training and support they need to perform at their best

Average Performance Score = 4.90

Average Importance Score = 6.00

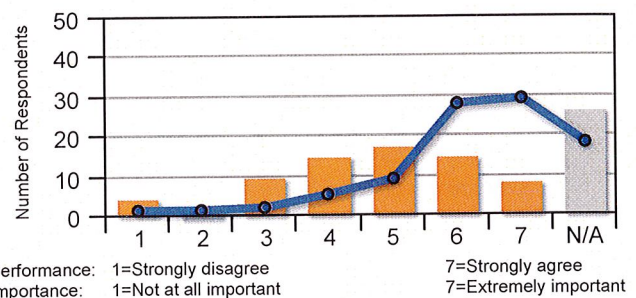
Total Number of Respondents = 93



- 3.7 Our golf administrators have access to the training and support they need to perform at their best

Average Performance Score = 4.69

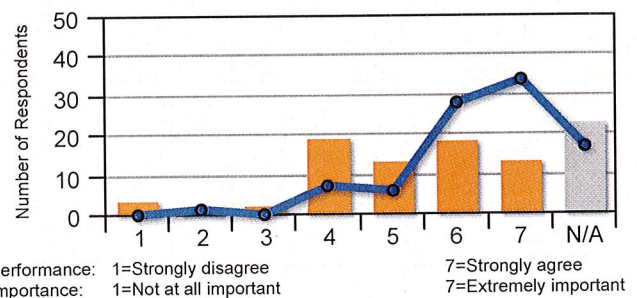
Average Importance Score = 5.93



- 3.8 Our sport has an effective system to identify talented golf athletes

Average Performance Score = 5.04

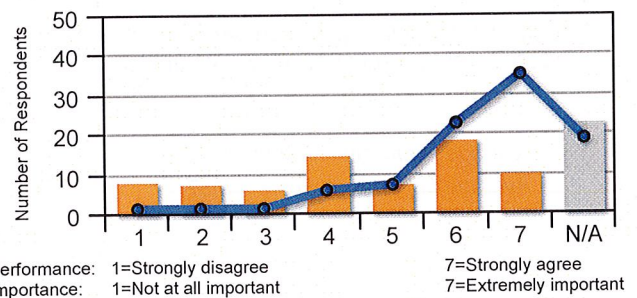
Average Importance Score = 6.13



- 3.9 Elite pathways, training and competitions are well coordinated in our area

Average Performance Score = 4.41

Average Importance Score = 6.05





## Question Detail

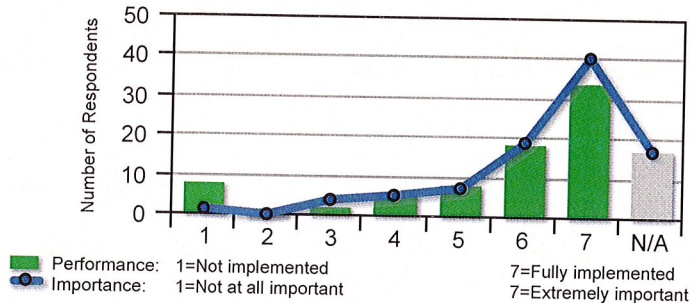
Golf SA  
Apr 2016

### 4. Policies

Total Number of Respondents = 93

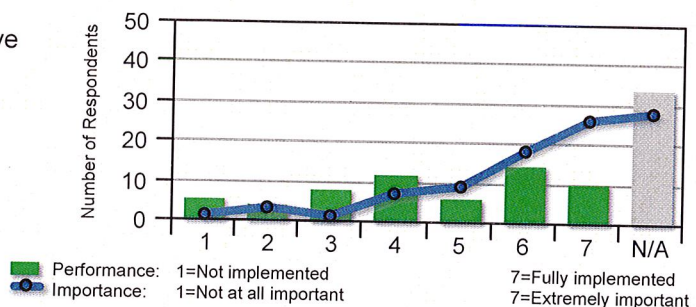
4.1 There is an appropriate Hot Weather policy

Average Performance Score = 5.55  
Average Importance Score = 6.08



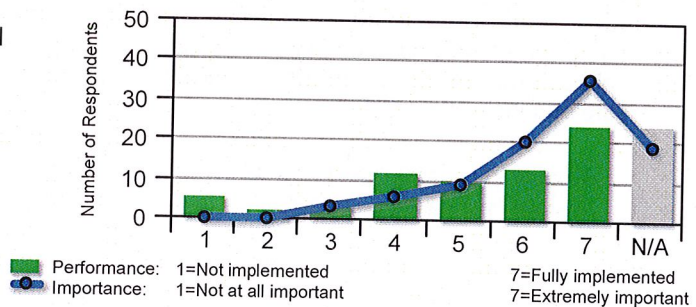
4.2 There are clear policies regarding representative team selection

Average Performance Score = 4.56  
Average Importance Score = 5.74



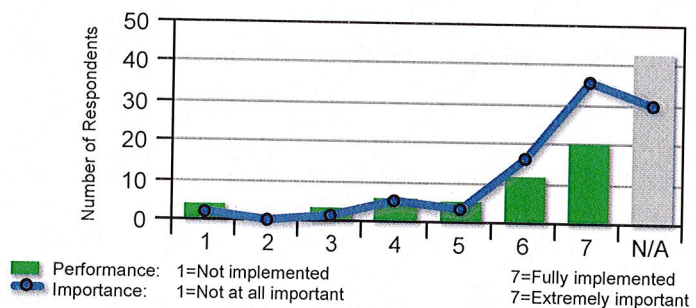
4.3 There is a risk management policy to protect all golf participants

Average Performance Score = 5.25  
Average Importance Score = 6.08



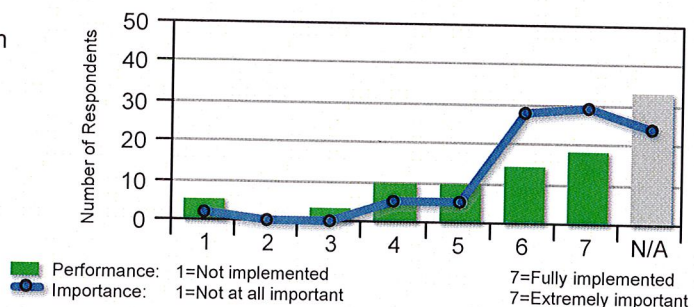
4.4 Wherever there are paid employees, there is a policy to provide a safe work environment

Average Performance Score = 5.48  
Average Importance Score = 6.16



4.5 There is a fair and accessible dispute resolution system

Average Performance Score = 5.23  
Average Importance Score = 6.06





## Question Detail

Golf SA

Apr 2016

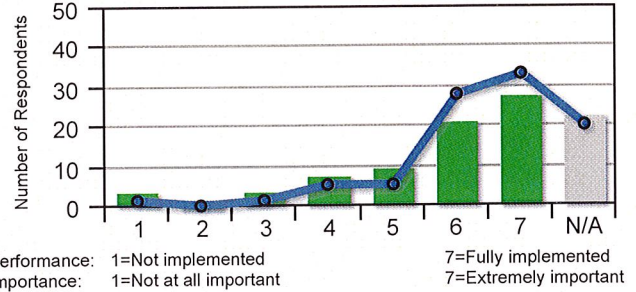
## 4. Policies (cont.)

- 4.6 Appropriate code(s) of conduct are in place to enhance the participation experience for all

Average Performance Score = 5.66

Average Importance Score = 6.14

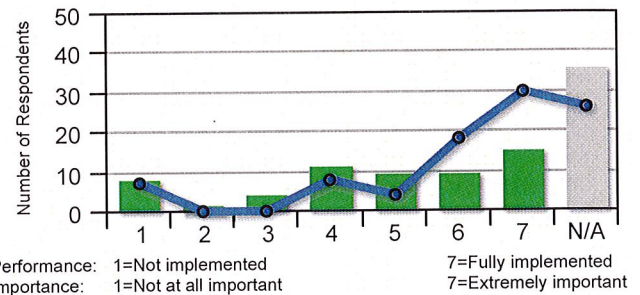
Total Number of Respondents = 93



- 4.7 There is an appropriate Anti-doping policy

Average Performance Score = 4.74

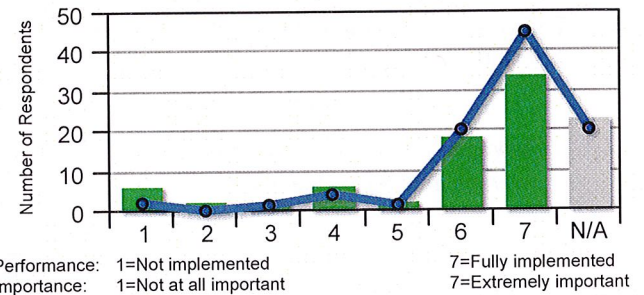
Average Importance Score = 5.63



- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf is a fair, safe and inclusive sport

Average Performance Score = 5.66

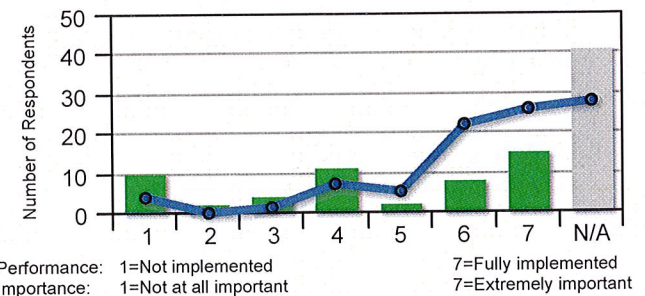
Average Importance Score = 6.32



- 4.9 There is a Disability Discrimination Action Plan

Average Performance Score = 4.48

Average Importance Score = 5.75





## Affiliate Highlights

Golf SA  
Apr 2016

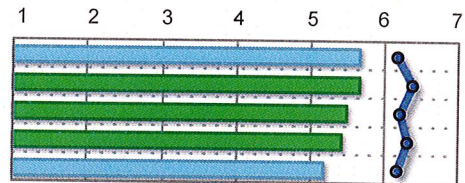
- Leadership
- Relationship & Communication
- Services & Support
- Policies

### Metropolitan (35)

□ Performance: 1=Low performance 7=High performance  
● Importance: 1=Not at all important 7=Extremely important

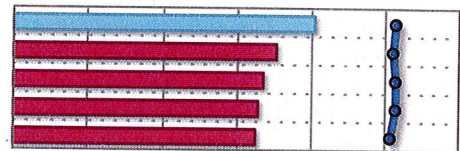
#### Questions rated as most important and HIGH performance:

- 2.6 Golf SA's representatives/staff are enthusiastic and willing to help
- 4.1 There is an appropriate Hot Weather policy
- 4.4 Wherever there are paid employees, there is a policy to provide a safe work envi...
- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 2.1 I am provided with the information I need to perform my role within golf



#### Questions rated as most important and LOW performance:

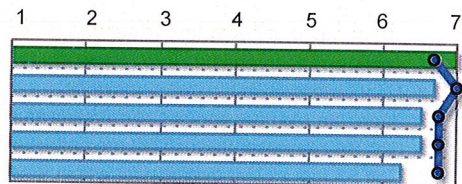
- 2.5 I can rely on Golf SA to help resolve any problems or issues appropriately
- 1.3 Golf SA is open and transparent in its decision making
- 1.5 Golf SA raises the profile of golf through effective promotion
- 1.1 Golf SA has a clear direction for golf in South Australia
- 1.9 Golf SA promotes opportunities for all South Australians to be involved in golf



### Eyre Peninsula (4)

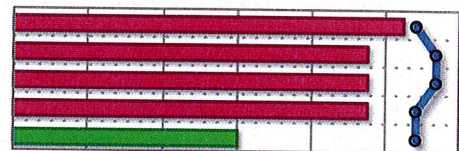
#### Questions rated as most important and HIGH performance:

- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 2.2 Golf SA's website contains resources that are useful to me
- 2.5 I can rely on Golf SA to help resolve any problems or issues appropriately
- 2.6 Golf SA's representatives/staff are enthusiastic and willing to help
- 2.4 Golf SA's representatives/staff listen to my point of view



#### Questions rated as most important and LOW performance:

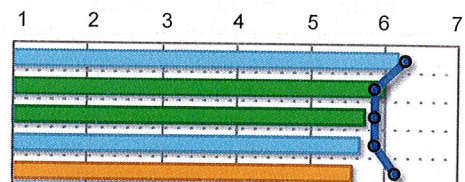
- 1.9 Golf SA promotes opportunities for all South Australians to be involved in golf
- 1.1 Golf SA has a clear direction for golf in South Australia
- 1.2 I have confidence in the direction Golf SA is taking our sport
- 1.8 Golf SA effectively manages its finances and governance
- 4.7 There is an appropriate Anti-doping policy



### Mid-North (7)

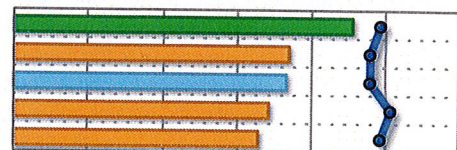
#### Questions rated as most important and HIGH performance:

- 2.8 I feel welcomed in the golf community
- 4.5 There is a fair and accessible dispute resolution system
- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 2.6 Golf SA's representatives/staff are enthusiastic and willing to help
- 3.2 Golf competitions are well managed in our area



#### Questions rated as most important and LOW performance:

- 4.6 Appropriate code(s) of conduct are in place to enhance the participation experie...
- 3.8 Our sport has an effective system to identify talented golf athletes
- 2.7 Golf SA delivers on what it promises
- 3.4 Our district/club is given guidance on how to recruit, retain and support our vo...
- 3.3 There are a range of golf programs and events to engage new and existing partici...





## Affiliate Highlights

Golf SA

Apr 2016

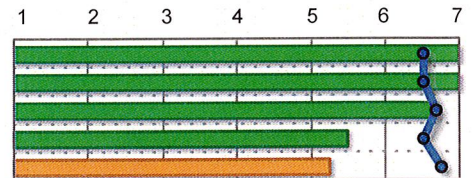
- Leadership
- Relationship & Communication
- Services & Support
- Policies

□ Performance: 1=Low performance 7=High performance  
 ● Importance: 1=Not at all important 7=Extremely important

### Northern (5)

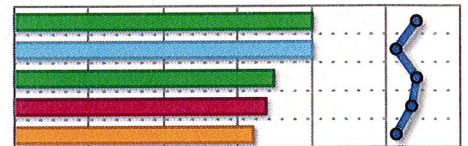
#### Questions rated as most important and HIGH performance:

- 4.3 There is a risk management policy to protect all golf participants
- 4.6 Appropriate code(s) of conduct are in place to enhance the participation experie...
- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 4.7 There is an appropriate Anti-doping policy
- 3.2 Golf competitions are well managed in our area



#### Questions rated as most important and LOW performance:

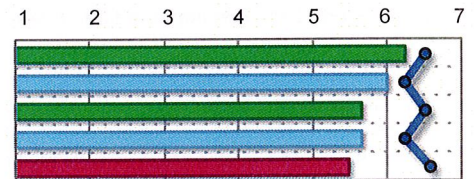
- 4.9 There is a Disability Discrimination Action Plan
- 2.6 Golf SA's representatives/staff are enthusiastic and willing to help
- 4.5 There is a fair and accessible dispute resolution system
- 1.9 Golf SA promotes opportunities for all South Australians to be involved in golf
- 3.1 Our district/club is given support it needs to keep up to date and continuously ...



### South East (5)

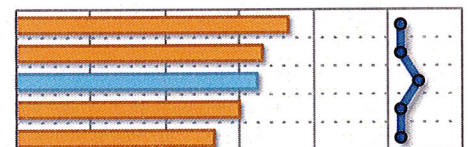
#### Questions rated as most important and HIGH performance:

- 4.1 There is an appropriate Hot Weather policy
- 2.8 I feel welcomed in the golf community
- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 2.6 Golf SA's representatives/staff are enthusiastic and willing to help
- 1.1 Golf SA has a clear direction for golf in South Australia



#### Questions rated as most important and LOW performance:

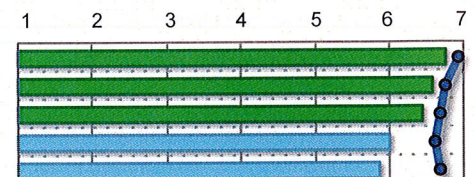
- 3.1 Our district/club is given support it needs to keep up to date and continuously ...
- 3.5 Our golf coaches have access to the training and support they need to perform at...
- 2.1 I am provided with the information I need to perform my role within golf
- 3.3 There are a range of golf programs and events to engage new and existing partici...
- 3.6 Our golf officials have access to the training and support they need to perform ...



### Southern (13)

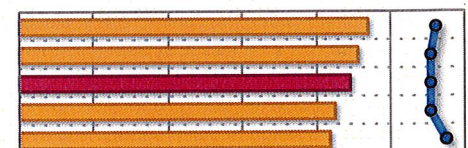
#### Questions rated as most important and HIGH performance:

- 4.1 There is an appropriate Hot Weather policy
- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 4.4 Wherever there are paid employees, there is a policy to provide a safe work envi...
- 2.1 I am provided with the information I need to perform my role within golf
- 2.8 I feel welcomed in the golf community



#### Questions rated as most important and LOW performance:

- 3.1 Our district/club is given support it needs to keep up to date and continuously ...
- 3.6 Our golf officials have access to the training and support they need to perform ...
- 1.1 Golf SA has a clear direction for golf in South Australia
- 3.3 There are a range of golf programs and events to engage new and existing partici...
- 3.9 Elite pathways, training and competitions are well coordinated in our area





## Affiliate Highlights

Golf SA  
Apr 2016

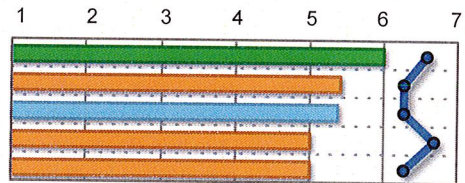
- Leadership
- Relationship & Communication
- Services & Support
- Policies

### Yorke Peninsula (10)

#### Questions rated as most important and HIGH performance:

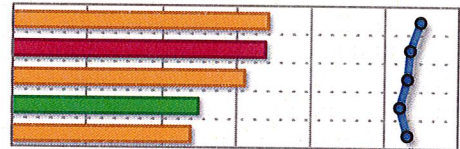
- 4.4 Wherever there are paid employees, there is a policy to provide a safe work envi...
- 3.6 Our golf officials have access to the training and support they need to perform ...
- 2.5 I can rely on Golf SA to help resolve any problems or issues appropriately
- 3.5 Our golf coaches have access to the training and support they need to perform at...
- 3.7 Our golf administrators have access to the training and support they need to per...

□ Performance: 1=Low performance 7=High performance  
● Importance: 1=Not at all important 7=Extremely important



#### Questions rated as most important and LOW performance:

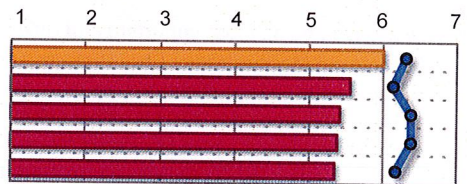
- 3.3 There are a range of golf programs and events to engage new and existing partici...
- 1.8 Golf SA effectively manages its finances and governance
- 3.4 Our district/club is given guidance on how to recruit, retain and support our vo...
- 4.9 There is a Disability Discrimination Action Plan
- 3.9 Elite pathways, training and competitions are well coordinated in our area



### Other (14) - See Respondent Analysis section for details

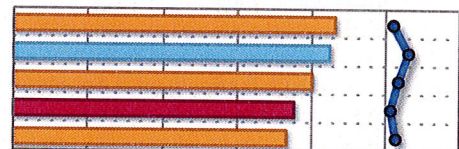
#### Questions rated as most important and HIGH performance:

- 3.2 Golf competitions are well managed in our area
- 1.9 Golf SA promotes opportunities for all South Australians to be involved in golf
- 1.8 Golf SA effectively manages its finances and governance
- 1.1 Golf SA has a clear direction for golf in South Australia
- 1.10 The overall direction, policies and pathways for golf are consistently aligned a...



#### Questions rated as most important and LOW performance:

- 3.3 There are a range of golf programs and events to engage new and existing partici...
- 2.8 I feel welcomed in the golf community
- 3.1 Our district/club is given support it needs to keep up to date and continuously ...
- 1.3 Golf SA is open and transparent in its decision making
- 3.5 Our golf coaches have access to the training and support they need to perform at...





## Role Highlights

Golf SA  
Apr 2016

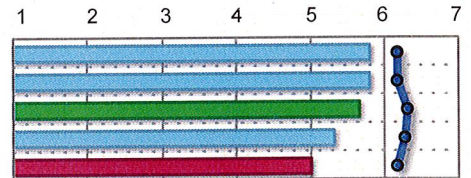
- Leadership
- Relationship & Communication
- Services & Support
- Policies

□ Performance: 1=Low performance 7=High performance  
● Importance: 1=Not at all important 7=Extremely important

### District/club administrator (28)

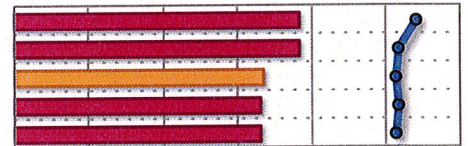
#### Questions rated as most important and HIGH performance:

- 2.1 I am provided with the information I need to perform my role within golf
- 2.6 Golf SA's representatives/staff are enthusiastic and willing to help
- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 2.5 I can rely on Golf SA to help resolve any problems or issues appropriately
- 1.9 Golf SA promotes opportunities for all South Australians to be involved in golf



#### Questions rated as most important and LOW performance:

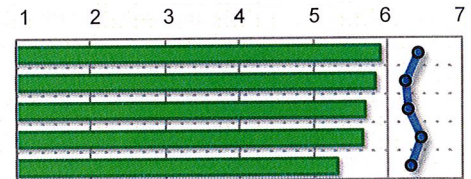
- 1.1 Golf SA has a clear direction for golf in South Australia
- 1.2 I have confidence in the direction Golf SA is taking our sport
- 3.9 Elite pathways, training and competitions are well coordinated in our area
- 1.3 Golf SA is open and transparent in its decision making
- 1.4 Golf SA gives us opportunities to have input on the development of golf in South...



### Club committee member (44)

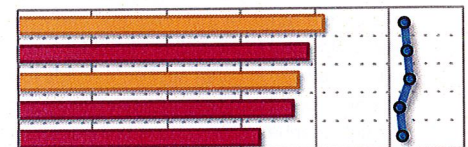
#### Questions rated as most important and HIGH performance:

- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 4.6 Appropriate code(s) of conduct are in place to enhance the participation experie...
- 4.1 There is an appropriate Hot Weather policy
- 4.4 Wherever there are paid employees, there is a policy to provide a safe work envi...
- 4.5 There is a fair and accessible dispute resolution system



#### Questions rated as most important and LOW performance:

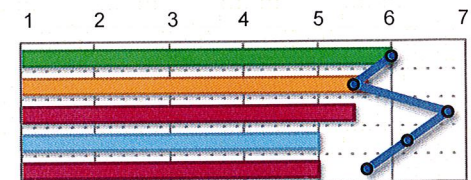
- 3.2 Golf competitions are well managed in our area
- 1.8 Golf SA effectively manages its finances and governance
- 3.1 Our district/club is given support it needs to keep up to date and continuously ...
- 1.3 Golf SA is open and transparent in its decision making
- 1.6 Golf SA advocates for infrastructure and facilities to meet the needs of golf in...



### Athlete/Player (5)

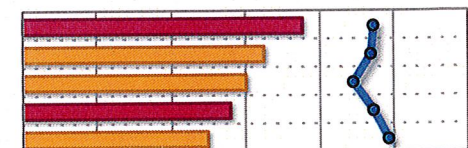
#### Questions rated as most important and HIGH performance:

- 4.6 Appropriate code(s) of conduct are in place to enhance the participation experie...
- 3.2 Golf competitions are well managed in our area
- 1.8 Golf SA effectively manages its finances and governance
- 2.8 I feel welcomed in the golf community
- 1.10 The overall direction, policies and pathways for golf are consistently aligned a...



#### Questions rated as most important and LOW performance:

- 1.1 Golf SA has a clear direction for golf in South Australia
- 3.6 Our golf officials have access to the training and support they need to perform ...
- 3.8 Our sport has an effective system to identify talented golf athletes
- 1.9 Golf SA promotes opportunities for all South Australians to be involved in golf
- 3.5 Our golf coaches have access to the training and support they need to perform at...





## Role Highlights

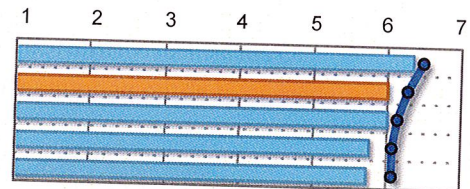
- Leadership
- Relationship & Communication
- Services & Support
- Policies

### Other (16) - See Respondent Analysis section for details

#### Questions rated as most important and HIGH performance:

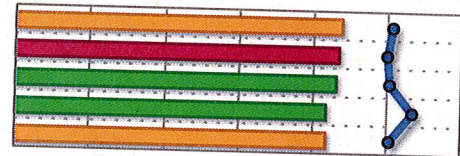
- 2.6 Golf SA's representatives/staff are enthusiastic and willing to help
- 3.2 Golf competitions are well managed in our area
- 2.1 I am provided with the information I need to perform my role within golf
- 2.2 Golf SA's website contains resources that are useful to me
- 2.7 Golf SA delivers on what it promises

Performance: 1=Low performance 7=High performance  
 Importance: 1=Not at all important 7=Extremely important



#### Questions rated as most important and LOW performance:

- 3.1 Our district/club is given support it needs to keep up to date and continuously ...
- 1.9 Golf SA promotes opportunities for all South Australians to be involved in golf
- 4.3 There is a risk management policy to protect all golf participants
- 4.8 There are Member and/or Child Protection policies and procedures to ensure golf ...
- 3.3 There are a range of golf programs and events to engage new and existing partici...



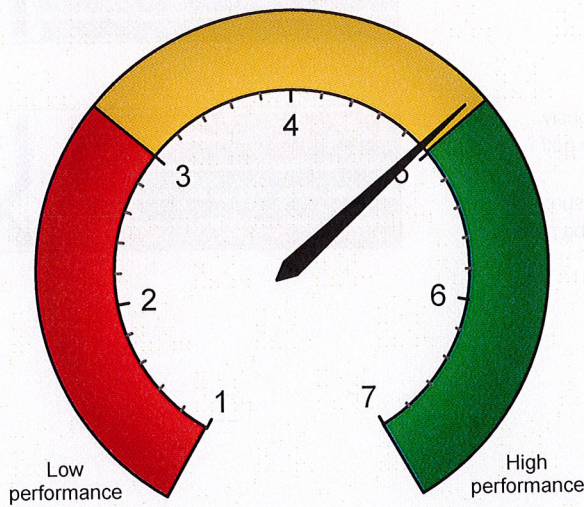


## Appendix 1 - Comparison with previous 2013 Survey

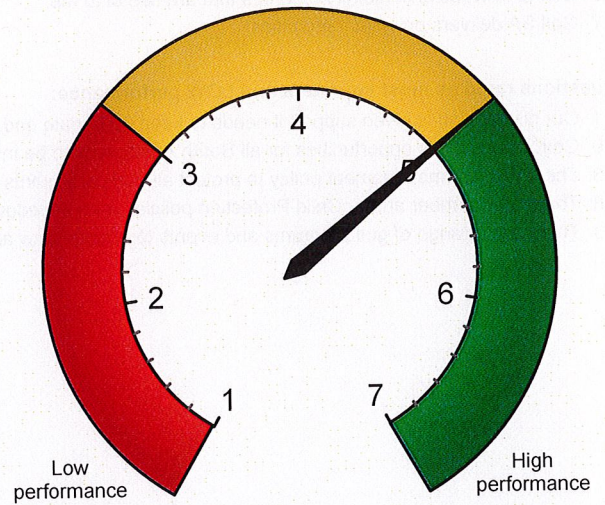
Golf SA  
Apr 2016

The graphs below show Golf SA's 2016 overall performance scores compared with the previous 2013 stakeholder survey.

**Overall Performance 2016**  
(average of all the performance scores)



**Overall Performance 2013**



### Business Area Summary

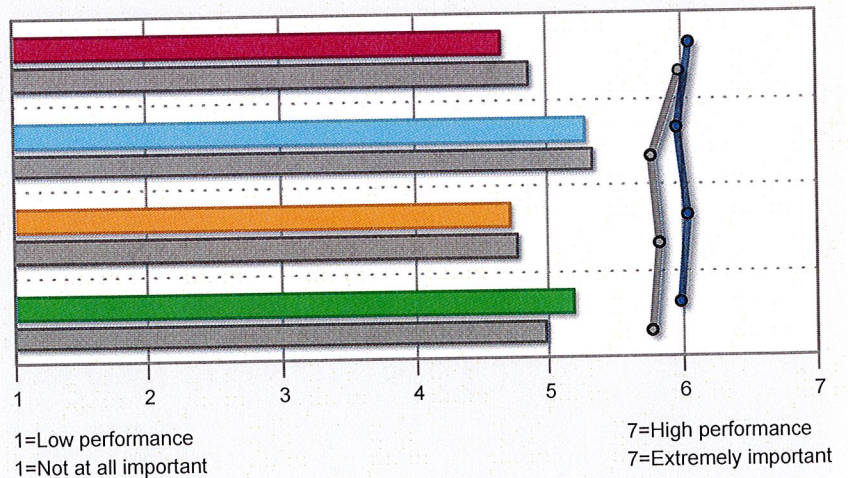
1. Leadership
2. Relationship and Communication
3. Services and Support
4. Policies

**Performance:**

- Golf SA 2016
- Golf SA 2013

**Importance:**

- Golf SA 2016
- Golf SA 2013



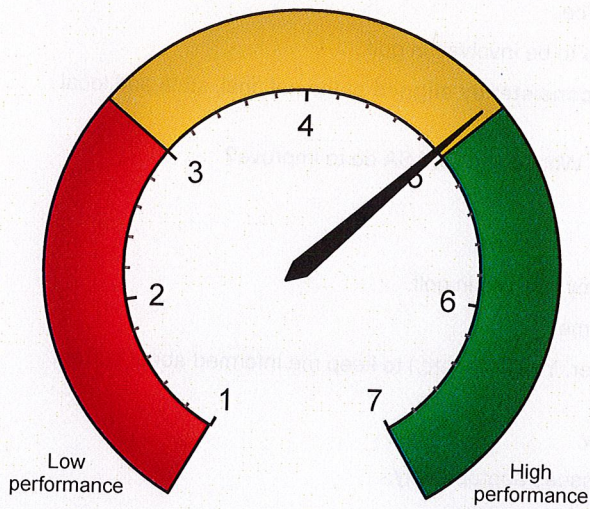


## Appendix 2 - Comparison with similar-sized Organisations

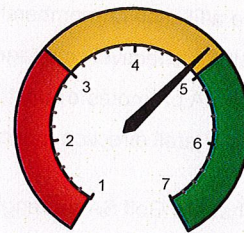
Golf SA  
Apr 2016

The graphs below show Golf SA's 2016 overall performance scores compared to other medium-large SSOs and all other 2016 SSOs.

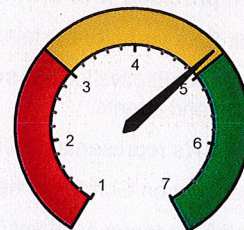
**Golf SA Overall Performance 2016**  
(average of all the performance scores)



**All Medium-Large 2016 SSOs (17)**



**All 2016 SSOs (56)**



### Business Area Summary

**Performance:**

- Golf SA
- All Medium-Large SSOs

**Importance:**

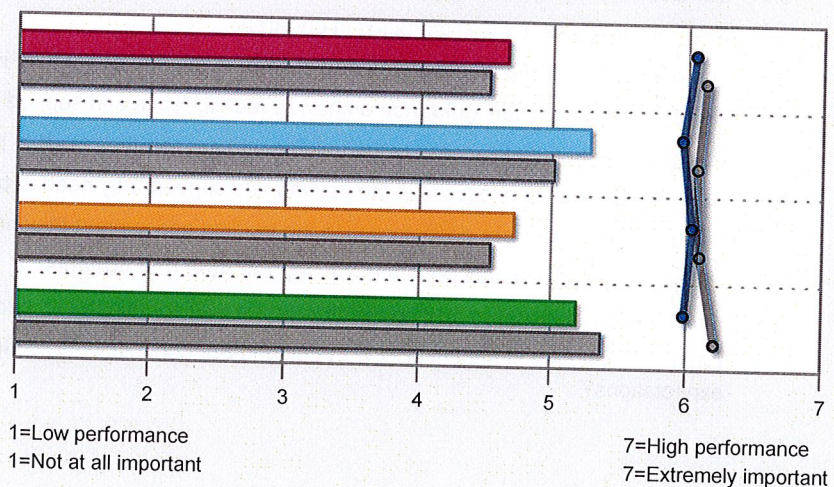
- Golf SA
- All Medium-Large SSOs

1. Leadership

2. Relationship and Communication

3. Services and Support

4. Policies





## Appendix 3 – Survey Questions

Apr 2016

### Section 1: Leadership

- 1.1 Golf SA has a **clear direction** for golf in South Australia.
- 1.2 I have **confidence in the direction** Golf SA is taking our sport.
- 1.3 Golf SA is **open and transparent** in its decision making.
- 1.4 Golf SA gives us **opportunities to have input** on the development of golf in South Australia.
- 1.5 Golf SA **raises the profile of golf** through effective promotion.
- 1.6 Golf SA advocates for **infrastructure and facilities** to meet the needs of golf into the future.
- 1.7 The affiliation or membership **fees charged** by Golf SA are **justified** for the services provided.
- 1.8 Golf SA effectively manages its **finances and governance**.
- 1.9 Golf SA promotes **opportunities** for all South Australians to be involved in golf.
- 1.10 The overall direction, policies and pathways for golf are **consistently aligned** at the national, state and local levels.
- 1.11 What are Golf SA's strengths with regard to Leadership? What could Golf SA do to improve?

### Section 2: Relationship and Communication

- 2.1 I am **provided with the information I need** to perform my role within golf.
- 2.2 Golf SA's **website** contains resources that are useful to me.
- 2.3 Golf SA effectively uses **social media** (Facebook, Twitter, YouTube, etc.) to keep me informed about current news and events.
- 2.4 Golf SA's representatives/staff **listen** to my point of view.
- 2.5 I can rely on Golf SA to **help resolve** any problems or issues appropriately.
- 2.6 Golf SA's representatives/staff are **enthusiastic and willing to help**.
- 2.7 Golf SA delivers on what it **promises**.
- 2.8 I feel **welcomed** in the golf community.
- 2.9 What are the strengths in Golf SA's Relationship and Communication with you? What could Golf SA do to improve?

### Section 3: Services and Support

- 3.1 Our district/club is given support it needs to **keep up to date** and **continuously improve**.
- 3.2 Golf **competitions** are well managed in our area.
- 3.3 There are a range of golf **programs and events** to engage new and existing participants.
- 3.4 Our district/club is given **guidance** on how to recruit, retain and support our **volunteers**.
- 3.5 Our golf **coaches** have access to the training and support they need to perform at their best.
- 3.6 Our golf **officials** have access to the training and support they need to perform at their best.
- 3.7 Our golf **administrators** have access to the training and support they need to perform at their best.
- 3.8 Our sport has an effective system to identify **talented golf athletes**.
- 3.9 **Elite pathways, training and competitions** are well coordinated in our area.
- 3.10 What are Golf SA's strengths in its Services and Support? How could Golf SA better meet your needs and expectations?



## Appendix 3 – Survey Questions

Apr 2016

### Section 4: Policies

- 4.1 There is an appropriate **Hot Weather** policy.
- 4.2 There are clear policies regarding **representative team selection**.
- 4.3 There is a **risk management** policy to protect all golf participants.
- 4.4 Wherever there are paid employees, there is a policy to provide a **safe work environment**.
- 4.5 There is a fair and accessible **dispute resolution system**.
- 4.6 Appropriate **code(s) of conduct** are in place to enhance the participation experience for all.
- 4.7 There is an appropriate **Anti-doping** policy.
- 4.8 There are **Member and/or Child Protection** policies and procedures to ensure golf is a fair, safe and inclusive sport.
- 4.9 There is a **Disability Discrimination Action Plan**.
- 4.10 Which policies have been well implemented in golf in your area? What could be done to improve the implementation of policies in golf?

### Section 5: Questions Specific to Organisation

- 5.1 What do you like about the communication you receive from Golf SA? What could they do differently to make it even better?
- 5.2 What are your thoughts about the Women's Australian Open (2016-2018)? How does it improve the promotion and marketing of the sport in SA?
- 5.3 How does Golf SA provide a strong leadership role to the sport?

### Section 6: More about organisation

- 6.1 What are some of Golf SA's other **strengths**?
- 6.2 What **opportunities** does Golf SA have?
- 6.3 What **challenges** does Golf SA face?

### Section 7: Anonymity of comments

7. **OPTIONAL:** Your feedback is completely anonymous. However, if you would like Golf SA to identify your written comments (not scores), select the option here. Golf SA may contact you to discuss your comments.





## Golf SA

### SRSP Stakeholder Feedback Survey April 2016

#### Performance Snapshot (n=93)

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Office for Recreation and Sport

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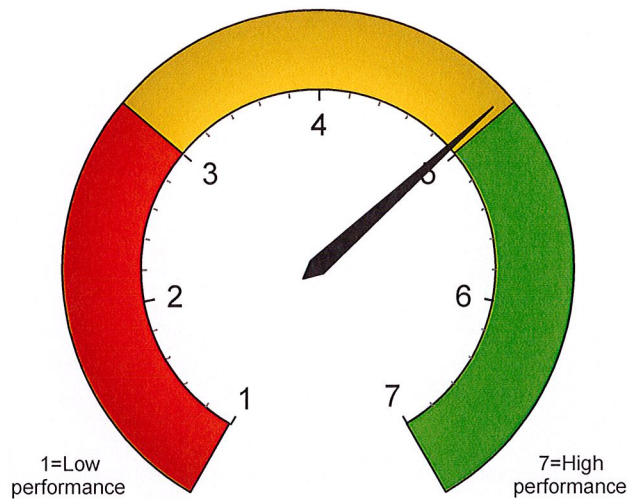
## Performance Snapshot

Golf SA  
Apr 2016

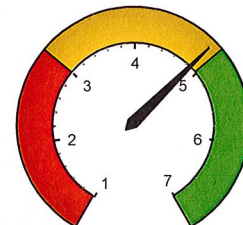
The graphs below show respondents' overall perception of Golf SA's performance.

### Overall Performance Score

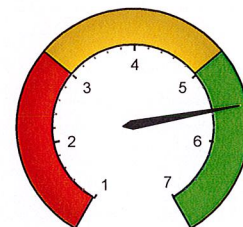
(Average of all performance scores)



### Members (82)

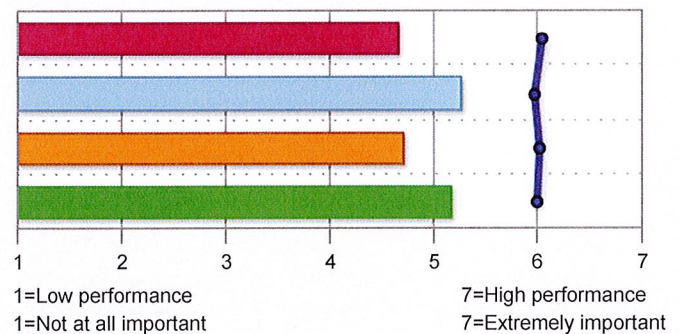


### Other Stakeholders (11)



### Business Area Summary

	Perf. Avg	Imp. Avg
1. Leadership	4.66	6.05
2. Relationship and Communication	5.28	5.97
3. Services and Support	4.71	6.03
4. Policies	5.18	5.99



Performance (Perf.):  
Importance (Imp.):

### Highest to Lowest Performance

	Perf. Avg
2. Relationship and Communication	5.28
4. Policies	5.18
3. Services and Support	4.71
1. Leadership	4.66

### Highest to Lowest Importance

	Imp. Avg
1. Leadership	6.05
3. Services and Support	6.03
4. Policies	5.99
2. Relationship and Communication	5.97



# 360 Review Action Plan – Golf SA

Survey sample size: 237 respondents were nominated. 93 (39%) completed the survey

Business Area	Action	Aligned to	Priority	Lead / support	Timeframe	Required resources	Stakeholders / partners	Measures of success	Key milestones
<b>Leadership</b>									
1.1	Engage Member Delegates Forum in strategic planning process	Golf SA Goal 5: Organisational Excellence	1	Board & CEO	Apr-May Annually	Consultant \$3,000	Board Member Delegates	Successful strategic planning forum	May '14: Amended Strategic Plan
1.5	Conduct successful Playgolf WEEK	Golf SA Goal 1: Participation Goal 2: Media Profile	1	CEO Golf Development Manager	Oct-Nov '13-'15 Annually	Golf SA Staff \$30,000 pa	Golf Australia Clubs Media	Increase in club membership	20 clubs – '13 40 clubs – '14
1.7	Develop & articulate WIFM – list of services provided by Golf SA	Golf SA Goal 4: Business Sustainability	2	CEO Golf Development Manager	Six Months	Printing (\$3,000)	Individual Members	Individual Member satisfaction	WIFM articulated at eight Country District AGM
1.9	Deliver inclusion programs (Indigenous & Disability)	Golf SA Goal 1: Participation	2	CEO Development Coach	Twelve Months	Development Funds	Disability Organisations	Aboriginal Championship Disability Championships	Agreement to run Programs by Dec '13
<b>Communication and Relationships</b>									
	n/a								
<b>Services and Support</b>									
3.3	Engage clubs/districts to offer national programs (MYGolf, Casual Golfer, Women in Golf)	Golf SA Goal 1: Participation	1	Development Coach Development Committee	Ongoing	Development Budget allocation	Member Clubs Golf Australia	Increased number of Clubs delivering national programs	Golf Australia MOU Targets met
3.4	Develop/present program/workshops on volunteer recruitment/retention	Golf SA Goal 5: Organisational Excellence	3	Development Committee	Twelve Months	Consultant SRDP Funding	Districts Member Clubs Individual Members	Increased number of volunteers	Program commences within 12 months
3.6	Conduct training needs analysis of golf officials to identify training required. Develop program and deliver to fill gaps.	Golf SA Goal 5: Organisational Excellence	3	Development Committee	Twelve Months	Consultant SRDP Funding	District Committees Club Officials	More golf officials participating in events	Program commences within 12 months



3.9	Review and re-establish elite pathways, training and competitions in all Districts	Golf SA Goal 3: Talented Pathway	3	Development & HP Committees	Twelve Months	CEO Development Coach	District Committees Junior Coordinators	Junior players progressing through 'pathway'	Pathway documented (website)
<b>Policies</b>									
4.7	Conduct Anti-Doping 101 education for HP Squads/Parents	Golf SA Goal 3 Talented Pathway	3	HP Committee	Six Months	ORS Consultant (Anti-Doping)	HP Squads/Parents ORS Golf Australia	HP Program includes Anti-Doping	Program delivered annually
4.9	There is a Disability Discrimination Action Plan	Golf SA Goal 1: Participation	3	Development Committee	Twelve Months	CEO Development Coach	Disability Associations Adelaide City Council Member Clubs	Links with 1.9	



## **ADDITIONAL INFORMATION:**

### **1.1 Golf SA has a clear direction for golf in South Australia.**

Golf SA has a Strategic Plan that it has developed/amended since 2008. In its last review/revision Golf SA aligned its Strategic Plan as far as practical with that of its national body Golf Australia and also ensured alignment with the Office of Recreation & Sport/State Strategic Plan. The current Strategic Plan was presented to the 72 Member Delegates at the annual Member Delegates Forum in Apr 2012. In line with the responses to Q1.1 there is an opportunity to 'engage' the Member Delegates in reviewing the Strategic Plan annually. This will make the Member Delegates key stakeholders in setting the 'clear direction' for Golf SA.

### **1.5 Golf SA raises the profile of golf through effective promotion.**

In 2012 Golf SA launched a major promotional & marketing campaign – Golf Month – using a variety of media including television, digital, print, activities. In 2013 Golf Australia and Golf SA are piloting Playgolf WEEK in SA – an initiative to drive new membership to golf clubs. It is anticipated that Playgolf WEEK will be conducted nationally in 2014-2016. Golf SA has some 40 member clubs committed to the 2013 Playgolf WEEK promotion. A successful Playgolf WEEK will be a strong response to the 360 Survey critique.

Golf SA continues to develop its profile through its corporate relationships with organisations such as Little Heroes Foundation thereby developing a profile of the game of golf.

### **3.3 There are a range of golf programs and events to engage new and existing participants.**

Golf Programs: Golf Australia continues to develop and refine a number of national participation programs including MYGolf (Junior), Casual Golfer Program (Crown Lager) and Women in Golf. Golf SA's role is to ensure golf clubs engage with and deliver these programs. This is a difficult task for a number of reasons:

- Lack of national participation programs
- Differing philosophies between Golf Australia and the Professional Golfers Association (PGA) and indeed golf clubs
- Lack of resources

However, it continues to 'gain ground' with clubs, Districts, at schools (SASSA & SAPSASA) in being able to roll out quality programs that are well developed and resourced. Golf SA continues to look at methods of engaging its clubs more effectively to deliver programs.

Possibly more than most sports golf is faced with extremes – from international standard golf clubs with a thousand members and professional management, coaching staff and golf facilities to simple nine hole sandgreen clubs with a handful of members relying entirely on volunteers and any variation in between. The '*...one size fits all...*' approach is not practical nor possible.

Events: There are a significant number of golf events for existing participants ranging from national and state championships, country championships and pennant that are conducted by Golf SA. Recently Golf SA has supported the expansion of Senior Pennant and the introduction of a state Mid-Amateur. In addition clubs and districts run various tournaments and events at the next level. There are various other events run by golf related organisations that are also available to individuals to play in.