

Golf in West Gippsland Strategic Plan

2024-2027



Developed in alignment with the Strategy for Australian Golf



Message from the Chairperson

Dear valued Clubs and Club Members,

I am thrilled to introduce the Strategic Plan for Golf in West Gippsland for 2024 -2027. This plan is the culmination of hard work and collaboration between the Golf West Gippsland committee, our member clubs, and Golf Australia's Victorian Team.

As we look ahead to the next three years, it is clear the golf industry in Australia is evolving rapidly, with new technologies, changing demographics, and shifting expectations from members and customers. To stay competitive and ensure that golf remains a vibrant and thriving sport, it is essential that West Gippsland Golf Association is proactive when planning for the future.

This Strategic Plan is designed to do that. It aligns with the "Strategy for Australian Golf," which aims to make golf more accessible, welcoming, and enjoyable for all Australians. At the same time, it addresses the unique needs and challenges facing golf in West Gippsland, and importantly considered the feedback of our members and customers in relation to our culture, and our values.

The plan lays out a clear vision for the future of golf in West Gippsland, with specific goals and objectives that will guide our decision-making and operations over the next three years. It covers vital areas for golf and the golf clubs in the region such as increasing overall participation, membership growth, financial sustainability, community engagement and a team approach.

I am confident that this Strategic Plan will set the West Gippsland Golf Association on a path towards success, in both the short and long term. I would like to thank everyone who contributed to its development, including the Golf Australia team, the GWG committee, our member clubs, and stakeholders.

I invite you all to read the plan and join us on this exciting journey towards a bright future for golf in West Gippsland.

Will Hanrahan

Chairperson

West Gippsland Golf Association



Strategy for Golf in West Gippsland



2024-2027

Our Purpose

More people playing more golf

Our Philosophy

All golf is golf and all of us can be golfers

Our Positioning

A sport for life and fun for all

TELL OUR STORY BETTER

ATTRACT NEW GOLFERS

GROW OUR CORE

ATTRACT NEW FANS AND GROW REVENUE

WORK TOGETHER

AMBITION

Golf is valued by our communities and West Gippsland is a desired golfing destination

Diverse groups of people are connected to, and engaged with golf across the region

Clubs reflect their community and golf is a leisure activity of choice in the region

To have enough revenue to achieve our goals and invest in our future

Create mutually beneficial partnerships based on respect and collaboration

WHAT IS SUCCESS

A change of perception in the community through an increased understanding and profile

Growth in community engagement through open days and participation events

Strategically aligned clubs sharing resources to drive membership growth

Improved financial performance, with diversified, sustainable revenue sources

Positive working relationships and progress against the strategic plan

WHAT WILL WE DO

Introduce a communication and promotional plan engaging all stakeholders

Develop a regional participation plan prioritising inclusion, accessibility and flexibility

Educate and support our workforce and encourage collaboration between clubs

Budget for a profit, developing systems and programs to invest in clubs

Work together with internal and external stakeholders to develop partnerships

AUSTRALIAN GOLF VALUES



We welcome

everyone

- | Our sport strives to be welcoming and inclusive to help people feel they belong.
- | We believe in equal opportunity for all people, and that you can play your own way.
- | There is always a home for you in the game of Golf.

We are

connected

- | We work together and collaborate through strong relationships.
- | We show genuine care and believe collective success comes from connection and mutual understanding.
- | We respect and acknowledge the Traditional Owners of lands on which we work and play and are committed to promoting environmental sustainability.

We bring

our best

- | Our culture inspires people to achieve great things.
- | We encourage people to be themselves and to experience all the benefits that Golf has to offer.
- | We recognise individual contributions and support people in their personal growth.
- | We believe that an aspirational, balanced, and supportive workplace allows us to get the best out of each other.

We are

courageous

- | Some say Golf is a game for a lucky few –we disagree!
- | Our vision is bold.
- | We inspire leadership, change and growth.
- | We challenge the status quo, encourage learning and go beyond 'just making the cut'.
- | We're thinking big, and our impact will reflect it.

Our purpose is more Australians
playing more golf!

Our Pillars

- Tell our story better
- Attract new participants
- Grow our core
- Attract new fans and grow revenue
- Work together

Pillar One

Tell our story better

Our ambition:

Golf is valued by our communities and West Gippsland is an attractive, desirable golfing destination.

Success will be measured by

1. Social media metrics (followers, post engagement, tags and shares)
2. Website visitors and page views
3. Mainstream media coverage across the region

To achieve this, we will

1. Understand current engagement levels across online platforms and opportunities to expand our audience with the introduction of new platforms
2. Develop a communication and promotional plan to include all forms of media, internal and external stakeholders
3. Investigate the use of external providers to assist with professional, positive, engaging messaging across all channels



Pillar Two

Attract new golfers

Our ambition

Provide a wide range of flexible golf offerings and experiences, attracting diverse groups of people to golf and our events are thriving.

Success will be measured by

1. Community attendance at club-based open days
2. Participation in Golf West Gippsland events
3. Engagement with schools in the area

To achieve this, we will

1. Develop and document a regional participation plan including open days supported by club-based introductory programs, pathways to membership and regular access to PGA Professionals.
2. Review all current event offerings and potential opportunities. Accessibility and flexibility should be prioritised to attract new players and increase overall patronage.
3. Develop a school engagement plan to promote the benefits of Sporting Schools funding and understand the challenges experienced by schools.
4. Develop introductory offer to allow new golfers to experience the region's golf offerings prior to committing to a club



Pillar Three

Grow our core

Our ambition:

Our clubs are a reflection of their community, golf is a recreational activity of choice and membership is growing each year.

Success will be measured by

1. Club education and support opportunities coordinated by Golf West Gippsland
2. GWG junior events and programs
3. Workforce growth and collaboration
4. Growth in event participation across all cohorts
5. R&A Women in Golf Charter Signatories in Golf West Gippsland and achieve national average for Womens membership.

To achieve this, we will

1. Advocate for club strategy alignment to understand the club priorities and opportunities for Golf West Gippsland and Golf Australia to support
2. Develop a junior development program to engage current junior members, build a strong network and provide competitive opportunities with their peers
3. Develop a culture of resource sharing, re-imagining volunteering offerings at all levels
4. Develop an event calendar that supports current stakeholders while encouraging new participants
5. Implement initiatives to become more welcoming and inclusive to Women & Girls



Pillar Four

Attract new fans and grow revenue

Our ambition:

Generating enough revenue to pay all liabilities as they fall due and invest in the future of golf in the region.

Success will be measured by

1. Financial performance (Revenue, profit, EBIT as a % of revenue)
2. Diversified revenue sources, i.e. Program and event sponsorship

To achieve this, we will

1. Budget for profit necessary to invest in strategic initiatives.
2. Investigate, review, and develop new revenue opportunities



Pillar Five

Work together

Our ambition:

Mutually beneficial, respectful relationships with internal and external stakeholders, that foster successful collaboration and growth.

Success will be measured by

1. Partnership metrics (Number of partnerships, their engagement and outcomes)
2. Collaborative initiatives between clubs and GWG that result in “More People Playing More Golf”
3. Progress against strategic plan

To achieve this, we will

1. Nurture and grow partnerships with current stakeholders while develop new partnerships with businesses, schools and sporting clubs across the region.
2. Form a working group to consider and recommend initiatives to the GWG Board
3. Report regularly and consistently on the progress of strategic priorities
4. Develop a relationship with Local Government Authorities to achieve strategic objectives through initiatives beneficial to the councils, clubs, wider region



Golf West Gippsland thanks it's Member Clubs for their active collaboration and important contributions to the development of this Strategic Plan

