



# STRATEGIC PLAN

2022-2025



## KEY FOCUS AREAS:

- ① Continually improve our club support services to adapt to a rapidly changing and complex environment
- ② Increase participation and retention through the promotion of the sport
- ③ Identify and implement new offerings, services and revenue streams
- ④ Identify opportunities to collaborate with partners and stakeholders to grow the game
- ⑤ Elevate our capture and use of data to support decision making and engaging new markets



# GOLF NSW STRATEGIC STATEMENTS

## OUR PURPOSE

To promote and grow golf in NSW and the ACT.

## BENEFITS

- Resources and expertise to support participation, administration and event management.
- Advice to strengthen governance, strategy and operations.
- Partnerships and programs that increase interest and demand for golf.
- Advocacy of the unique individual and community benefits of the game.

## OUR VALUES

### HONESTY

Work with integrity and transparency.

### INNOVATION

Encourage flexible and progressive thinking.

### INCLUSIVENESS

Embracing diversity in people, opinions and ideas.

### RESPECT

Fair and constructive, and we give credit when it is due.

## STRATEGIC FRAMEWORK

### 1 CLUB SUPPORT

**Continually improve our club support services to adapt to a rapidly changing and complex environment.**

#### KEY INITIATIVES/STRATEGIES

- Develop an engagement strategy for LGA's and statutory authorities to support our clubs and golf facilities.
- Explore opportunities for a shared services model with clubs.
  - Establish a Shared Services Working Group
- Identify opportunities to support clubs with the acquisition and management of Crown land and at risk facilities.
- Relaunch and formalise the Buddy Club Program.
- Develop a series of case studies which showcase examples of success within our clubs.
- Develop a Golf NSW Club Management manual to support the management of golf clubs by both volunteers and paid staff.
- Develop a Facilities Needs Plan to guide future provision, investment and development of golf facilities and infrastructure.
- Adapt the regional delivery model to evolving needs.





## STRATEGIC FRAMEWORK

### 2 PARTICIPATION

**Increase participation and retention through the promotion of the sport.**

#### KEY INITIATIVES/STRATEGIES

- Develop a media and communications campaign that demonstrates the appeal of the game.
- Expand the 'Get into Golf' program offer to engage with:
  - Multicultural and under represented communities
  - Indigenous Australians
  - People with a disability
  - Women and girls
- Share and implement the findings from various research initiatives to retain new golf participants.
- Explore new club based and state wide competitions to increase participation and engage with new markets.
- In collaboration with Jack Newton Junior Golf, expand participation opportunities for juniors and youth.
- Conduct a strategic review of our major tournament offering and purpose.

### 3 SUSTAINABILITY

**Identify and implement new offerings, services and revenue streams.**

#### KEY INITIATIVES/STRATEGIES

- Develop a Golf NSW Volunteer Strategy.
- Identify and explore opportunities for Golf NSW to diversify income through the operation/management of golf facilities incorporating both on and off course offers.
- Establish and launch a Social Golf Registration Strategy to capture and commercialise participant data and increase revenue.
- Review the Sponsorship Strategy to increase commercial revenue generated through GNSW events and programs.
- Establish a "Home of Golf" in NSW.
- Develop a Golf NSW led high performance development program which leverages the new amateur status rules and overseas opportunities.



## STRATEGIC FRAMEWORK

### 4 STAKEHOLDER RELATIONSHIPS

**Identify opportunities to collaborate with partners and stakeholders to grow the game.**

#### KEY INITIATIVES/STRATEGIES

- Develop a Stakeholder Engagement Plan to identify key messaging and engagement opportunities.
- Explore and implement collaborative opportunities between Golf NSW and Jack Newton Junior Golf.
- Proactively engage with other sporting codes to strengthen our relationships and identify opportunities to work together.
- Strengthen our existing relationship and collaboration with other key industry bodies (e.g. GA, PGA, GMA, ASTMA, etc.)
- Develop an ongoing strategy for government engagement (at all levels) beyond the next election cycle.
- Continue to enhance our collaboration with GA on key strategic initiatives.

### 5 TECHNOLOGY, DIGITAL AND DATA

**Elevate our capture and use of data to support decision making and engaging new markets.**

#### KEY INITIATIVES/STRATEGIES

- Develop a Digital and Data Capture Strategy.
  - Identify opportunities to leverage our data commercially.
  - Explore how digital technology (e.g. virtual and augmented reality) can be used to promote the game to new markets.
- Develop our existing digital engagement offering and identify ways to enhance the user experience (e.g. website and social media).
- Further develop the Golf NSW App to capture participant and industry data and provide a platform to support social golfer registration.
- Refine the website to have a greater focus on club support including information, toolkits and resources.



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