

# WESTERN DISTRICT GOLF ASSOCIATION

Strategic Plan  
2019 - 2023



July 2019



Prepared by  
Mark Bamford - Senior Manager Development (Victoria) – Golf Australia  
Chris Crabbe – Regional Development Officer South Western & Western Victoria

# Overview

Western District Golf Association is an incorporated association taking in 24 golf clubs in the South Western Victoria, which constitute its members. This area extends west from Camperdown to the South Australian Border and North to Balmoral, Mooralla & Willaura.

Western District Golf Association was formed in 2015 after the amalgamation of the Corangamite & South Western District Golf Associations. The original men's and women's districts have been operational under the auspice of Golf Victoria, then the Victorian Golf Association and Women's Golf Victoria.

Western District Golf Association is a voluntary organisation and its executive committee is "voted in" under a constitution that has been recently reviewed to provide greater equity for its smaller members. This Executive committee consists of members of its member clubs who are also represented by nominated delegates who vote on behalf of their club executive committee or board.

The WDGA region consists of a diverse mix of communities, which include, coastal tourist centres, farming communities & small regional towns.

Western District Golf Association is bordered by the golfing districts of South Western, Wimmera & Ballarat

- 24 Affiliated Golf Clubs
- 16 Grass Green Clubs
  - Camperdown, Casterton, Cobden, Dartmoor, East Framlingham, Hamilton, Heywood, Lake Bolac, Lismore, Mortlake, Peterborough, Port Fairy, Portland, Terang, Timboon & Warrnambool.
- 7 Sand Green Clubs
  - Balmoral, Coleraine, Grampians, Macarthur, Merino, Mooralla & Parklands
- 1 Synthetic Greens Club
  - Willaura
- Current 3157 members (Men 2210, Women 838, Junior 109)
- Annual Subscriptions \$8
- Committee Structure 7 Persons
- Sub Committee's (2) - Women's Match, Men's Match.



# Context

Since amalgamation, Western District Golf Association has struggled to gain the attention and garner the full support of its member clubs and the golfing community in general. The district has continued to deliver playing opportunities for its members but has struggled with the geographical area in which the organisation operates.

The district has maintained a healthy bank balance and has made contributions to current junior golfers but has made little or no investment in expending some of this capital in growing the game, however, this being said, the district does possess the will and the finances to strengthen the game for its member clubs.

The current diversity of the “health” of the district’s clubs regarding the depth of membership, club house and practice facilities and variable course

conditions are challenges to all club committee’s and club members who wish to look for “more” from their golf. As such member retention is a major concern. The same holds true for prospective member generation, given the aging population, changes in the farming communities and young people moving to the city for studies and employment.

Based on this the WDGA are drafting a basic strategic plan, so that it can better understand the needs of its member clubs and over time, assist in establishing equitable and sustainable solutions that would see the member clubs and their members (the golfers) being fully engaged with the district into the future.

Without a strategic plan, this opportunity to pursue future opportunities would be negligible, as without a “plan” the district runs the risk of not being relevant in wider Western District golfing landscape.



# Strategic Planning

## Participants

Phase #1 Meeting

Mission / Vision / SWOT / Strategic Issue Identification

Sunday July 14<sup>th</sup>, 2019

### **Wester District Golf Association**

Martina Whelan – WDGA President

Darren Frost – WDGA Vice President

Enid Smith – WDGA Secretary

Jenny Crawford – WDGA Treasurer

Luke Williams – WDGA Men's Match

Donna Weller – WDGA Women's Match

David Warnaar – WDGA Committee Member

Thelma Inverarity – WDGA Committee Member

Bill Crawford – Club Member

### **Golf Australia**

Chris Crabbe – Regional Development Officer

Mark Bamford – Senior Development Manager (Victoria)

Sue Rea – Golf Australia, Victorian Match Committee



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# Current Position (July 2019)

## The Present Mission of Western District Golf Association

The planning meeting identified the following understanding of the district as it stands today:

### Where are we now?

- Provide club-based competitions. i.e. pennant, team events
- Provide individual member-based competitions. i.e. district champs, mixed champs etc.
- Committed Committee
- Minimal Member Data
- No Policies & Procedures
- No Succession Planning
- Poor Communication with Members
- Unstructured Meetings
- No Outside Money – Sponsorship / Grants

### For whose benefit, do we exist for?

- The whole of golfing community
  - Golf Clubs & their Members
  - Non golf club member participants (green fee players etc.)

### What are these current benefits?

- Varied locations to play
- Varied cost and structures (choice)
- Fitness / Health
- Portability of golf (go anywhere)
- Relaxed atmosphere
- Competition play
- Unlimited access
- Sense of belonging
- Structure (handicaps, rules, ratings etc)





# Future Position (2023)

## The Vision of Western District Golf Association

The meeting participants identified the following understanding of the district vision:

### Where are we going?

- Increased participation
- More juniors
- Retain current participants
- Financial viability
- Operational transparency
- Outside Money
  - Grants
  - Sponsorship
- Improve data collection
- Provide improved leadership & governance
- More people playing golf (not just members)
- Implemented policies & procedures
- Communication Strategies
- Committee Visibility (Club visitation)

### For whose benefit, do we exist for?

- The whole of golfing community
  - Golf Clubs
  - Golf Club members
  - Non golf club member participants (green fee players etc.)

### What are the future benefits?

- Being valued by members
- Common purpose
- More volunteers (committee)
- Participation growth
- Visibility & Transparency
- Structured Financial Management
- Development Programs



# SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Committed People</li> <li>• Committee Communication</li> <li>• Number of Clubs</li> <li>• Fresh Start (New committee)</li> <li>• Positive Attitude</li> <li>• The game of Golf</li> </ul>	<ul style="list-style-type: none"> <li>• Geographic Locations</li> <li>• Governance – Policies &amp; Procedure</li> <li>• Relevance to Clubs</li> <li>• Data – Know your members</li> <li>• Club Offerings</li> <li>• Succession Planning</li> <li>• Meeting Content / Purpose</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Other Sports</li> <li>• Policies &amp; Procedures</li> <li>• Engage with Members</li> <li>• Succession Planning</li> <li>• Self-Promotion</li> <li>• Add Value to Clubs</li> <li>• Grants / Funding / Sponsorship</li> <li>• Participation Growth</li> <li>• Digital Communication</li> <li>• Operational &amp; Effective Sub-committee's</li> <li>• Educate Public / Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Personalities</li> <li>• "Golf is boring"</li> <li>• Internet</li> <li>• Social Media</li> <li>• Not changing</li> <li>• Clubs Viability / Future</li> </ul>



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# Mission & Vision

## 2023 Western District Golf Association

From the participant data collected through the strategic process of current and future positions and the SWOT analysis that was undertaken on the 14<sup>th</sup> of July 2019, it is apparent both from the information provided and the participant sentiment that the Western District Golf Association sees itself as an association that needs modernisation.

The district acknowledges that is “in the need” of maintaining existing and attracting new participants to its clubs and converting casual participants to membership. However, it cannot do this without providing a more attractive proposition in terms of community exposure and enacting an overhaul of its current operational procedures and structures to better serve their member clubs.



### So why do we exist? - The Mission Statement

***“In partnership with our Clubs, support, encourage and grow golf in an enjoyable environment”***

### And where do we want to be? - The Vision Statement

***“To be engaging and supporting leaders to the WDGA member clubs”***

Once agreed, the vision and mission should be displayed in all opportunities of communication and should become the “mantra” of all the clubs when advocating the district.



# Western District Golf Association

## 2023 Focus Area's



Pillars of Focus

2019 – 2023



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# Identified Strategic Issues

## 2023 Western District Golf Association

Issue	Focus Area	Title	Description
1.	Governance & Leadership	Policies & Procedures	Create policy documents for all District functions & operations
1.	Governance & Leadership	Roles & Responsibilities	Create and introduce roles and responsibilities for all sub-committee's and individuals
1.	Governance & Leadership	Sub-committee's	Determine sub-committee requirements and recruit individuals from member clubs to fill key roles in sub-committee structure
2.	Governance & Leadership	Club Engagement / Visitation	Introduce a club visitation program for committee members to more visible around the district at club and district events. Understand the operations and needs of member clubs to enable the district to provide support and assistance where possible.
3.	Junior Development	Junior Development Plan	Create Junior Development Plan encompassing Community Instructor recruitment, MyGolf programs, Junior tournaments, Development & Academy Squads.
3.	Adult Development	Adult Development Plan	Create Adult Development programs to assist clubs with building and retaining members
4.	Financial Capability	Departmental Budgets	Introduce budgets for all operational areas of district operations to provide financial guidance, transparency and stability for members.



Issue	Focus Area	Title	Description
5.	Marketing & Promotion and Information & Communication	Marketing / Communication	Deliver a user friendly and informative website and social media pages to increase exposure for district and club news and events. Build a relationship with media outlets within the district including newspapers and radio and implement a district Communication Plan.
6.	Game Innovation	Fixture Review	Are all our current events and formats relevant and sustainable in the current day golfing landscape.
7.	Game Innovation	Modern Playing Conditions	Create common playing and pennant conditions for Men, Women & Juniors in conjunction with the current rules of golf and the needs of our members.
8.	Financial Capability	Grants / Sponsorship	Investigate grant and sponsorship opportunities to improve financial sustainability of the district and to assist clubs.
9.	Sustainability & Succession	Volunteer Identification	Advertise and promote positions on district committee and sub-committee's and identify suitable individuals for available positions.
10.	Governance & Leadership	Delegates Meetings	Develop meeting structure to ensure meetings are interesting and relevant to clubs therefore encouraging them to attend. This includes how often and preferred locations.
11.	Information & Communication	Member & Participant Database	Capture participant details from district events to create distribution database for upcoming event information and news.
12.	Game Innovation	Game Development	Introduce new and innovative game formats



# The Top 6 Strategic Issues

## 2023 Western District Golf Association

Issue	Category	Title	Description
1.	Governance & Leadership	Policies & Procedures	Development Policies and Procedures to cover all district operations. Develop roles and responsibilities for all individual positions and sub-committee's
2.	Governance & Leadership	Club Engagement	Understand the operations and needs of member clubs to enable the district to provide support and assistance where possible.
3.	Junior & Adult Development	Junior & Adult Development Plans	Create Junior & Adult Development Plans to assist clubs with Community Instructor recruitment & training, community engagement and member recruitment.
4.	Financial Capability	Departmental Budgets	Introduce budgets for all operational areas of district operations to provide financial guidance, transparency and stability for members.
5.	Marketing & Promotion and Information & Communication	Marketing / Communication	Deliver a user friendly and informative website and social media pages to increase exposure for district and club news and events. Build a relationship with media outlets within the district including newspapers and radio and implement a district Communication Plan.
6.	Game Innovation	Fixture Review	Are all our current events and formats relevant and sustainable in the current day golfing landscape.



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# Strategic Issue #01 – Policies & Procedures

## Key Focus Area – Governance & Leadership

**2019**

### Where we are now!

1. Constitution in place
2. Draft Terms of Reference for Match Committee
3. Draft Pennant Conditions
4. Country Week Selection Criteria
5. Draft Compliance Register

### Strategy

### How are we going to get there!

- Introduce Committee Induction Package
- Introduce Roles & Responsibilities for Individuals & Sub-Committee's
- Document Sub-Committee Structure
- Develop & Implement Joint Event & Pennant Conditions for Men & Women
- Develop & Implement Country Week Selection Criteria
- Develop & Implement By-Laws
- Develop & Implement a Media Policy

**2023**

### Where we want to be!

1. Terms of reference completed and in place
2. Induction Package developed and implemented.
3. Regular Governance Training for committee's and member clubs.
4. District Media Policy.



# Strategic Issue #02 – Club Engagement

## Key Focus Area – Governance & Leadership

**2019**

### Where we are now!

1. Poor engagement with clubs.
2. Delegates meetings in new constitution.
3. No communication Plan.
4. Limited visitation to Clubs.
5. No District member database.
6. No member data from clubs.

### Strategy

#### How are we going to get there!

- Identify Club needs
  - Training
  - Education
- Presentations for Delegates Meetings
- Structured Club Visitation Schedule
- Documented Communication Plan
- Create Member Database
  - Assistance from Clubs
  - Event Entry Records
- Regular Delegates Meetings

**2023**

### Where we want to be!

1. Club ownership of District.
2. Communication Plan in place.
3. Visitation Schedule in place.
4. Robust Club Data System.
5. Well patronized District events.
6. Good Geographical representation on Committee's.





# Strategic Issue #03 – Junior & Adult Development Plans

## Key Focus Area – Junior Development & Adult Development

### 2019

#### Where we are now!

1. No clear view of Junior Programs
2. No clear view of Adult Programs
3. Junior Order of Merit.
4. No Junior Pathway Program.
5. No relationship to South West Academy of Sport.
6. No Junior Pennant.

### Strategy

#### How are we going to get there!

- Promotion of National Programs
  - MyGolf
  - Get into Golf
- Document Junior Pathway / Plan
- Build stronger relationship with SWAS
- Develop links between Schools & Clubs
- Develop Junior Development Hubs
  - Warrnambool
  - Portland
  - Hamilton
- Recruit Community Instructor & Fund Qualifications
- Introduce Cadet/Social element to Tournaments

### 2023

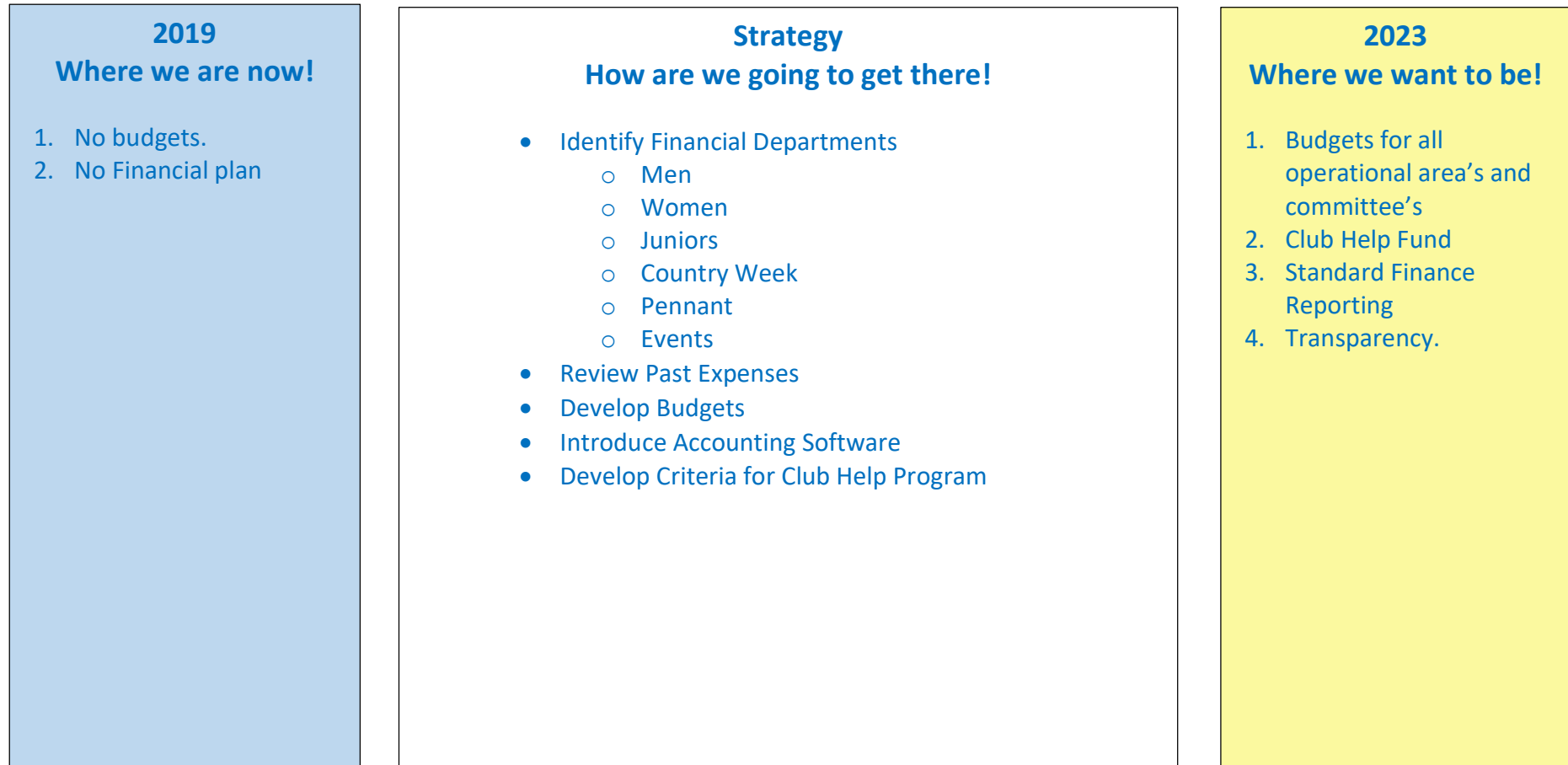
#### Where we want to be!

1. Development Plans for Men, Women & Juniors.
2. MyGolf League.
3. Development Committee with Budget.
4. Junior Database.
5. Relationship with South West Academy of Sport.



# Strategic Issue #04 – Departmental Budgets

## Key Focus Area – Financial Capability



# Strategic Issue #05 – Marketing / Communication

Key Focus Area – Marketing & Promotion and Information & Communication

<b>2019</b> <b>Where we are now!</b>	<b>Strategy</b> <b>How are we going to get there!</b>	<b>2023</b> <b>Where we want to be!</b>
<ol style="list-style-type: none"><li>1. No Communication Officer</li><li>2. No Marketing Plan</li><li>3. Poor Communication</li></ol>	<ul style="list-style-type: none"><li>• Documented Communication Plan</li><li>• Develop Club Promotion Procedures<ul style="list-style-type: none"><li>○ Social Media</li><li>○ Website</li><li>○ Phone App</li><li>○ Member Database</li><li>○ Local Media</li></ul></li><li>• Recruit people with necessary skills</li></ul>	<ol style="list-style-type: none"><li>1. Marketing Sub-Committee</li><li>2. Relationship with Media Outlets</li><li>3. Communication Plan for Clubs</li><li>4. Communication Procedure for District.</li></ol>



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# Strategic Issue #06 – Fixture Review

## Key Focus Area – Game Innovation

### 2019

#### Where we are now!

1. Men's Pennant
2. Womens Midweek Pennant
3. Womens Weekend Pennant
4. Multiple Events per Club
5. Fixture Clashes

### Strategy

#### How are we going to get there!

- Review Current Events
  - Are they still relevant?
  - Should they continue as District Fixtured events?
- Structure fixture without clashes
  - Priority 1 – Pennant
  - Priority 2 - District Events
  - Priority 3 – Club Events

### 2023

#### Where we want to be!

1. Joint Men's & Womens Events
2. Womens weekend events
3. Clean Fixture
4. Relevant Events

