



2018-2021

STRATEGIC PLAN

Golf in Canterbury

Canterbury Golf's role is primarily to support its member clubs, and the development and future of the amateur game. The formulation of this strategic plan is about firstly fulfilling this role, and where possible taking the opportunity to help and support other industry stakeholders. What is best for the "greater good" of golf in Canterbury does not always complement the needs and wishes of individual clubs and members, particularly in the short-term. However Canterbury Golf has a duty to put plans in place that will help support and sustain the game for generations to come.

The following strategic drivers for Canterbury Golf were identified and prioritised.

Participation

Increasing participation has been identified as the number one strategic priority for New Zealand Golf. Similarly, at a district level, we believe helping increase participation is the best way we can assist to grow the game and support our clubs.

Talent Development

A key part of growing the games includes ensuring we offer a talent development pathway for young players to have the opportunity to succeed.

Profile & Perception

Feedback from surveys indicates a need for Canterbury Golf to increase the profile of golf regionally, and communicate better with golf clubs and club members.

Communication

The recently completed Canterbury Golf Communication Plan has a range of objectives that need to be met to improve our communication with all stakeholders.

Club Sustainability

Canterbury Golf will continue to support services that assist clubs with "the business of golf" so they are sustainable. This will be done via the NZ Golf Regional Support Manager and Mainland Partnership.

Income

Uncertainty of income is a major issue for Canterbury Golf. In order to have a secure and sustainable future, we need to diversify our income so we are less reliant on any one income source.

The success of this strategic plan will be judged on what difference can be made in addressing these challenges.

Steve Kilpatrick
Canterbury Golf President



Our Mission

Everything we do is about growing the game; particularly growing participation.

Growing and Supporting Golf in Canterbury

Creating an attractive, enjoyable and engaging golf environment will ensure that more people will want to be part of the game. Encouraging more participants into the game, and supporting our clubs, will help the game thrive and enable more Cantabrians to have a lifelong involvement in the game.



Canterbury Golf – Core Functions

Governance & Leadership

- To act as the leadership body for golf in Canterbury.
- To govern and administer the game in relation to affiliate golf clubs and club members.
- To retain the legacy and history of golf in Canterbury.
- Establish deep, connected and valued relationships with all golf organizations in Canterbury.

Game Development

- To promote and support the game of golf so that it develops and flourishes into the future.
- In partnership with clubs, facilities, and professional members; develop and deliver support programmes for participants, coaches, administrators, and volunteers that encourage the growth of the game in the region.

Competitive, Championship and Representative Golf

- To lead, manage and preserve amateur golf in Canterbury.
- To develop a robust and enjoyable environment for interclub and tournament golf.
- To manage and preserve the Canterbury Matchplay and Canterbury Strokeplay as the leading regional tournaments in Canterbury.
- To develop and support players who are eligible to represent Canterbury as amateurs across all levels of the performance pathway.

Member and Regional Support Services

- To serve, assist, and promote our affiliate clubs.
- Lead and support service provision in the Mainland region.

Income

- Source sufficient income for Canterbury Golf to provide a quality and effective range of services to its affiliate clubs, club members, and community stakeholders.

Strategic Priorities

GROWING THE GAME

Increase Participation

Provide a Talent Development Pathway

Promote and Improve the Profile of Golf in the Region

SUPPORTING THE GAME

Diversify Income

Assist Clubs to be Sustainable

Meaningful Communication with Clubs and Club Members

Strategic Priorities

Strategic Driver

Participation

Work in partnership with NZ Golf to provide and support programmes and initiatives to increase participation.

Support Strategy

Review and renew the Canterbury Golf Young Person in Golf Plan.
Implementation of the Love Golf Futures Plan.
Support clubs to run engaging programmes to those newer to golf.
Provide programmes and initiatives led by Canterbury Golf.

Measure of Success

Increase in active junior membership numbers in Canterbury.
Increase participation in programmes and events.
Increase in the number of women participating in She Loves Golf programmes.
10 clubs are registered as Love Golf Futures Clubs.
Parents of children are engaged in golf.

Talent Development

Providing a complete development framework which provides the opportunity for more young Canterbury players succeeding on the national stage.

Incorporate Talent Development into the Young Person's Plan.
Development programmes at each stage of the development pathway.
Deliver quality development programmes.
Continue to align with NZ Golf's Talent Development Plan.

Canterbury Golf's Talent Development is aligned with NZ Golf.
Players are better prepared for national level events.
Development players are selected for NZ Golf travelling squads and teams.

Profile & Perception

Increase the profile of golf regionally with better communication with our key stakeholders.

Visit with each golf club in the Canterbury region.
Use quality imagery to create a better perception of golf through social media platforms.

80% of stakeholders surveyed agree or strongly agree that Canterbury Golf represents the needs of the golf community in Canterbury.
Increase in website traffic, social media following and database sign-ups.
All Canterbury Golf Clubs have been visited ie Committee meeting or participation in club day/event.

Strategic Driver

Communication

Canterbury Golf aims to strengthen relationships with all stakeholders to grow and support golf in Canterbury.

Support Strategy

Implement Canterbury Golf Communication Plan.

Use of quality imagery and video to raise the profile of golf in the region through social media and other applicable platforms.

Review content of Canterbury Golf newsletter.

Seek access to Canterbury members via Dot Golf database.

Measure of Success

Outcomes of Communication Plan implemented.

80% of stakeholders surveyed at least agree that Canterbury Golf represents the needs of the golf community in Canterbury.

At least 50% of newsletters are opened electronically.

Dot Golf database used to communicate to members.

Increase in website traffic, social media following and database sign-ups.

Club Sustainability

Support services offers through the NZ Golf Regional Support Manager and Mainland Partnership.

Annual review of support offered with a full review in July 2019.

RSM supports the development and implementation of strategic plans at partner clubs.

Support implementation of best practice at partner clubs to engage the 45-65 year old age group.

Increase (or at least a stabilisation) of club membership numbers.

Increase in the NPS for Canterbury Golf Clubs in the Sport NZ Club Experience survey.

Mainland Partnership three year review completed.

Income

Source income from promotional initiatives to supplement levy income.

Income Sub Committee to consider possible funding initiatives.

New revenue stream from casual golf sponsored tournaments.

Funder or sponsor found for major participation projects.

New income stream(s) sourced.

10% of total income is represented by new income by 2021.

Implementation of the Strategic Plan

The strategic drivers and priorities provide the basis for planning and drafting Canterbury Golf's Annual Management Plan. With direction provided by the strategic initiatives, the annual management plan will clearly set out the programmes and projects that will be implemented annually to work towards achieving the 2021 strategic outcomes and measures of success. In some cases a stepped process may be used to achieve annual incremental gains towards the target. In others, a programme or project may be implemented and developed with the 2021 target in mind. Quarterly reporting and an annual outcomes and review process will ensure that any required adjustments will be made along the way.

The annual management plan will also contain "business as usual" objectives and goals. Whilst achievement of strategic priorities is the focus for making a difference to golf in Canterbury, the maintenance, monitoring and improvement of what we have achieved so far is equally important. Core administrative, operational and financial functions being delivered to best practice standard will form part of the annual management plan.

Together we can make a difference

As an umbrella organisation, Canterbury Golf has a responsibility to help lead its member clubs into a bright future. Part of this leadership responsibility is trying to create alignment and synergy with clubs, club members and other stakeholders. Working together for a common purpose is key to the success of this strategic plan. We hope that all who read this document agree with the outcomes we aspire too and buy-in to playing their part in achieving goals that will see golf enjoyed by more people, more often in years to come.

