



# Strategic Plan 2020-2024





# Affiliated Clubs

- Avoca Country Golf & Bowling Club
- Bacchus Marsh West Golf Club
- Ballan Golf Club
- Ballarat Golf Club
- Beaufort Golf Club
- Buninyong Golf Club
- Chalambar Golf Club
- Clunes Golf Club
- Creswick Golf Club
- Elmhurst Golf Club
- Hepburn Springs Golf Club
- Lexton Golf Club
- Maryborough Golf Club
- Midlands Golf Club
- Mount Xavier Golf & Bowls Club
- Rokewood Golf Club
- Skipton Golf Club
- Snake Valley Golf Club
- Talbot Golf Club



# President's Message

On behalf of the Executive Committee I am very pleased to present the Ballarat District Golf Inc. Strategic Plan 2020-2024 to our affiliated clubs and the wider golf community. This is an important document that will define the role we play in golf across the region.

Linked to our mission “Ballarat District Golf promote and deliver participation and pathway opportunities that support our affiliated clubs in growing the game”, the strategic plan clearly states our vision and identifies six key operational areas, with each area having its own objective and set of priorities.

The plan reinforces our commitment to delivering high-quality events, junior development activities and programs which suit the needs of the members of our affiliated clubs and the wider golf community, along with providing representative and elite pathway opportunities for the region’s most talented players.

The plan shapes the future of Ballarat District Golf. It provides the current and future Executive Committees with the necessary framework to develop annual action plans and will support decision making.

I would like to sincerely thank the representatives from our affiliated clubs who contributed to the development of the plan and Tony Collier from Golf Australia for his advice and guidance. I would also like to acknowledge the enormous efforts of Andrew Milligan and I thank Andrew on behalf of everyone connected with Ballarat District Golf for his dedication in facilitating the process and developing the content.

**David Edwards**  
President



## Mission

Ballarat District Golf promote and deliver participation and pathway opportunities that support our affiliated clubs in growing the game.

## Vision

Ballarat District Golf inspire people in the region to play the game for life.





## Values

### Accountability

Answerable and responsible to our affiliated clubs.

### Equality

Promote fairness and opportunities for everyone.

### Participation

Provide opportunities for members of our affiliated clubs and participants from the wider golf community to be involved.

### Teamwork

Internal: Work together to successfully deliver on our objectives and priorities.  
External: Work with our affiliated clubs and the wider golf community to achieve mutually beneficial outcomes.

## Guiding Principles

- All our activities over the next five years are linked to our mission, vision, objectives and priorities
- Our activities align with Golf Australia's strategic priorities where applicable
- We apply a gender lens to our activities with the aim of achieving gender equality where applicable
- We communicate regularly with our affiliated clubs and the wider golf community
- We possess a genuine commitment to the future, not just the present
- We service the needs of our affiliated clubs, in alignment with Golf Australia's purpose for operating with associations in regional Victoria



## Administration & Governance

Ballarat District Golf operate with an administrative structure that includes an Executive Committee, Golf Operations Committee and Junior Development Committee, and as an incorporated body we are governed by our constitution.

### Objective

We have strong leadership and administration that enables us to meet the needs of our affiliated clubs and the wider golf community.

### Priorities

- Ensure our organisation has the governance, leadership and administrative structure needed to support current operations and future direction
- Ensure the financial sustainability of our organisation to support current and future direction
- Embed processes across our organisation to ensure we are effective and efficient
- Capture and document key information about our organisation to support succession planning



## Club Services

Ballarat District Golf provide services to our affiliated clubs in areas including event promotion, golf operations, participation, gender equality and policy development.

### Objective

Our affiliated clubs are stronger and more sustainable through the provision of Ballarat District Golf services.

### Priorities

- Maintain a comprehensive calendar of regional and affiliated club events
- Support the delivery of Golf Australia's strategic priorities to our affiliated clubs in conjunction with our Regional Development Officer
- Encourage our affiliated clubs to participate in gender equality initiatives
- Explore opportunities to add value to playing membership at our affiliated clubs
- Invest in technology to support golf operations at our affiliated clubs
- Produce policy templates for use by our affiliated clubs





## Communication & Marketing

Ballarat District Golf has a range of communication and marketing platforms, including email, Facebook, Team App and a website.

### Objective

Our brand is enhanced through effective communication and marketing to our affiliated clubs and the wider golf community.

### Priorities

- Develop an annual communication and marketing plan to promote activities within our key operational areas of events, junior development and representative teams
- Build a presence across each of our social media platforms
- Develop communication methods to ensure information reaches the most appropriate people within our affiliated clubs
- Utilise our social media platforms to drive traffic to articles on our website
- Assess the effectiveness of our communication and marketing platforms through data analytics



## Events

Ballarat District Golf deliver a range of events, including tournaments, Midweek Pennant and Weekend Pennant.

### Objective

We deliver a range of high-quality events which boost participation and meet the needs of the wider golf community.

### Priorities

- Create greater awareness of our events amongst our affiliated clubs and the wider golf community
- Raise the status of our honour board events
- Attract players from across Victoria to compete in our open tournaments
- Invest in technology to support event delivery
- Explore the opportunity to co-deliver tournaments with our affiliated clubs
- Explore the opportunity to introduce different types of events



## Junior Development

Ballarat District Golf deliver a range of development activities and programs for players aged 5 to 18, including competitions, Junior Pennant, MyGolf Girls Squad, MyGolf Junior League and tournaments, complementing the activities delivered by our affiliated clubs.

### Objective

We deliver a range of high-quality development activities and programs that drive participation and meet the needs of all junior golfers.

### Priorities

- Enhance the coordination and delivery of our junior development activities and programs
- Align our junior development activities and programs with Golf Australia's strategic priorities and the programs delivered by our Regional Development Officer
- Attract players from across Victoria to compete in our open junior tournaments
- Create greater awareness of our junior development activities and programs amongst our affiliated clubs and the wider golf community
- Invest in technology to support the delivery of our junior development activities and programs
- Provide a pathway for talented junior players to the WestVic Academy of Sport and Golf Australia elite programs
- Support our affiliated clubs to establish and/or deliver junior activities



## Representative Teams

Ballarat District Golf field representative teams in Golf Australia competitions and events, including the Victorian Junior Country Regions, Victorian Junior Pennant, Victorian Men's Country Week and Victorian Women's Country Week.

### Objective

Our representative teams feature the leading players from our affiliated clubs and are consistently successful.

### Priorities

- Ensure the criteria for selection in our representative teams is transparent and communicated to our affiliated clubs
- Promote the pathway for leading players from our affiliated clubs to be considered for selection in our representative teams
- Create greater awareness of our representative teams amongst our affiliated clubs and the wider golf community
- Explore further opportunities for boys and girls to play representative golf together
- Recruit members from our affiliated clubs to fill leadership roles within our representative teams

# Acknowledgements

The 2020 Executive Committee wish to thank the following people for supporting the development of the Ballarat District Golf Inc. Strategic Plan 2020-2024 by participating in a workshop held at the Ballarat Golf Club on 7th November 2019:

- Maxine Berry (Member – Ballarat Golf Club)
- David Both (Past President and Past Captain – Midlands Golf Club)
- Ed Bradley (Secretary – Lexton Golf Club)
- Tony Collier (Regional Development Officer – Ballarat & Wimmera – Golf Australia)
- Wayne Hines (President – Ballarat Golf Club)
- Sue Howie (Women’s President – Ballarat Golf Club)
- Jon Maudley (Match Committee – Buninyong Golf Club)
- Betty McGuinness (Director – Buninyong Golf Club)
- Helen McSparron (Treasurer – Ballarat District Golf)
- Joan Miller (Lady Captain – Midlands Golf Club)
- Steven Oliver (Administration & Golf Manager – RACV Goldfields Resort – Creswick Golf Club)
- Helen Pascoe (Golf Operations Coordinator – Ballarat District Golf)
- Adrian Smith (Vice President – Lexton Golf Club)

Many thanks also to Sports Central for providing the resources required to complete the strategic planning process.

The Ballarat District Golf Inc. Strategic Plan 2020-2024 was formally adopted by the 2020 Executive Committee consisting of David Edwards (President), Ron Adams (Secretary / Men’s Coordinator), Robert Rosenow (Treasurer), Pauline Murphy (Women’s Coordinator), Andrew Milligan (Junior Coordinator) and Alisia Russo (Communication & Marketing Coordinator) on 2nd March 2020.







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