

GOLF FOR EVERYONE

STRATEGIC PLAN 2022-2026

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A BRIGHT & VIBRANT FUTURE

This first *Strategic Plan for Golf Ireland* sets out the values, principles and objectives that will guide our organisation over the coming five years.



PAUL HARAN | CHAIRPERSON



MARK KENNELLY | CHIEF EXECUTIVE OFFICER

In early 2019, the member clubs of the Irish Ladies Golf Union and the Golfing Union of Ireland took the historic decision to create a single governing body for golf on the island of Ireland. Despite the many challenges posed by the pandemic, Golf Ireland came into being, on schedule, on 1 January 2021.

This Strategic Plan for the new organisation is rooted in the values that underpinned the Golf Ireland Proposal. It is the culmination of a deep and wide-ranging process of consultation and engagement between September and December 2021, a process that heard the views of several thousand people from both inside and outside the golf community. Overseen and guided by the Golf Ireland Board, it included an extensive golfer survey with over 10,000 respondents; a series of focus groups representing the many strands of our sport; consultation with our regional officers; and an island-wide quantitative survey of public opinion.

In addition, we consulted with key stakeholders within the golf sector including the PGA, Irish Golf Club Managers' Association and Association of Turfgrass Professionals Ireland. We also consulted with our main external governance and funding partners – Sport Ireland, Sport NI and the R&A.

All of the very valuable feedback, ideas and suggestions from the consultation process were considered in the preparation of this Strategic Plan.

The Vision Statement for our organisation captures the essence of our strategy:

'Golf is a game for everyone – for enjoyment, for health and for life.'

The fundamental values of Golf Ireland – **Accessible, Collaborative, Inclusive and Progressive** – support that vision. People of all ages and backgrounds are welcome in our sport.

The Strategy identifies five key focus areas to drive success:

- Securing the future of golf,
- Supporting our clubs and golfers,
- Leading our organisation,
- Delivering our Events and
- Nurturing our talent.

Through these focus areas, we have identified 18 objectives that we will progress through a total of 76

specific actions over the next five years. The delivery will be driven by annual Operational Plans which will be overseen by the Board of Golf Ireland.

It's an ambitious Plan for the sustainable growth of our sport. It places a special emphasis on the place of young people, women and girls in the future of golf in Ireland, and on excellent governance at all levels.

Over the past two years, the physical and mental health benefits of golf for women and men of all ages has been widely recognised. Both golf membership and participation have grown. Our challenge now is to build on that momentum and that's what this plan aims to do. We believe that Irish golf has a bright and vibrant future.

Over the next few years, many high-profile golf events will take place on the island of Ireland – The Open Championship, the Ryder Cup and the Men's and Women's Irish Opens. Ensuring there is a lasting positive impact from these events will be vital in achieving the aims of this Plan.

The creation of Golf Ireland was, at its core, the bringing together of women and men to work together for the betterment of our great sport. That spirit has been very evident in our first year of existence when our fantastic volunteers helped deliver an outstanding programme of top-class events.

That same spirit will be the key to the success of this first Strategic Plan. We invite the entire golf community - Board, Committees, Regional Executives, Clubs, Players, Volunteers, Staff and Partners - to help us make it a reality.

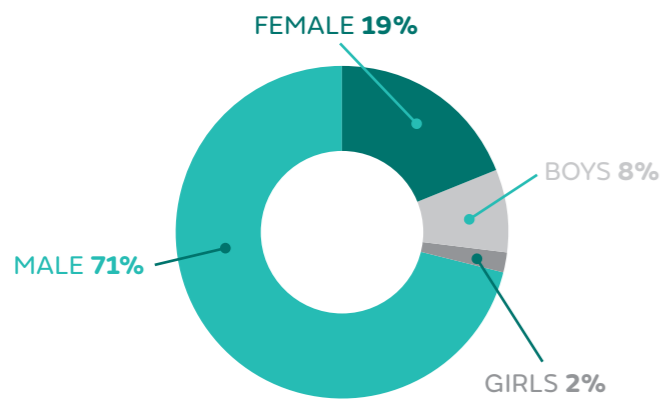
Finally, our sincere thanks to all those who took part in the consultation, or contributed in any way to the development of this Plan.

Paul Haran
Chairperson

Mark Kennelly
Chief Executive Officer

GOLF IN IRELAND

205,679
Registered Club Members



540,000

Adults play on a full-length golf course more than once a year



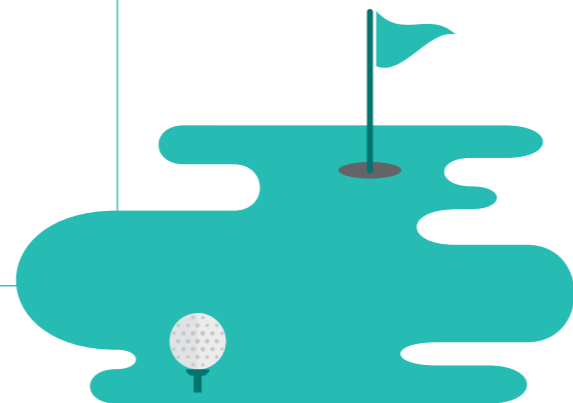
Healthy

In an average 9 hole round, a golfer will take 5,000 steps and burn over 450 calories



40%

of adults are open to participation



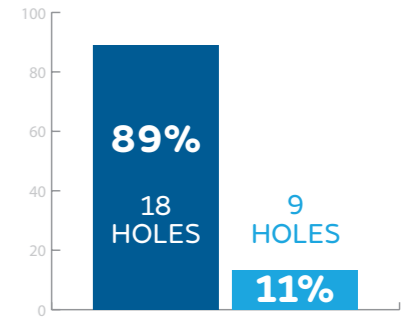
1/3

of adult golfers who tried golf for the first time during the Covid-19 pandemic were under 25 years old



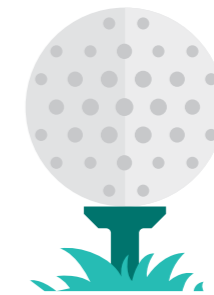
2.3 million

Competitive rounds played in 2021



Top 4

Golf is in the top 4 participation sports on the island of Ireland



250+

Clubs have delivered Get into Golf programmes with 68% conversion rate from programme to membership

Over **€540 million** is spent annually on golf in Ireland providing direct employment for over **9,000 people**

Accessible:
Golf is open to players of all ages and abilities

Golf tourism contributes **€270 million** annually in the Republic of Ireland and **£52 million** annually in Northern Ireland



182

Clubs have formally committed to signing the Women in Golf Charter

Sources:

Golf Ireland ClubHouse, Golf Ireland Affiliation billing 2021, Golf Ireland and R&A research May 2021, Golf Ireland programme data, R&A Golf and Health research 2021, Sports Industry Research Centre Sheffield Hallam University, Faitle Ireland, Tourism NI, Golf Ireland public participation and engagement research December 2021.



WHAT GOLFERS SAY



Source: Golf Ireland Strategic Plan Survey Q27 What three words do you associate with golf? (most used words from 7641 respondents)

OUR VISION & VALUES

Our Vision >>>

Golf is a game for everyone – for enjoyment, for health, for life



Our Purpose >>>

To be a modern, inclusive and cohesive governing body that untaps the immense potential of golf throughout the island of Ireland

Our Values >>>

- Accessible
- Collaborative
- Inclusive
- Progressive



Our Principles >>>



We believe in a bright and vibrant future
A shared vision



We know that we are stronger together
We are at our best when we are inclusive, open and accessible.



We are all Golf Ireland
Golf is of and for the people of Ireland. Clubs, volunteers and golfers. Everyone with an interest in being involved



STRATEGIC FOCUS AREAS

Our five focus areas, with 18 objectives, provide the broad aims that will drive the continued growth of golf

Our actions highlight how we will realise these objectives and the outcomes set out what we hope to achieve. This Strategic Plan will be supported by annual operational plans which will set out the timelines for the implementation of these actions.



SECURING THE FUTURE OF GOLF

"We will build a positive image of golf that inspires everyone to get involved"



SUPPORTING OUR CLUBS & GOLFERS

"We will support all Clubs to be strong, healthy, sustainable & maintain steady growth"



LEADING OUR ORGANISATION

"We will lead in a professional, effective & cohesive manner"



DELIVERING OUR EVENTS

"We will deliver World-class, inclusive and equitable Championships and events"



NURTURING OUR TALENT

"We will provide access to a performance pathway which delivers success"





STRATEGIC FOCUS AREAS

SECURING THE FUTURE OF GOLF

“We will build a positive image of golf that inspires everyone to get involved”



STRATEGIC FOCUS AREAS: **SECURING THE FUTURE OF GOLF**

Objectives	Actions	Desired Outcomes
<p>Innovate and Promote Golf as an activity that everyone can enjoy.</p>	Research, develop and promote programmes and initiatives that attract new audiences to play and enjoy golf.	<ul style="list-style-type: none"> ✓ Retention of the 12% increase (2020-2021) in overall membership and foundations laid for further sustainable growth.
	Encourage adoption of non-traditional formats of the game to new and current players.	<ul style="list-style-type: none"> ✓ Measurable increase in the number of overall rounds played.
	Collaborate with key stakeholders to capitalise on major golf events hosted in Ireland.	<ul style="list-style-type: none"> ✓ Measurable increase in positive perceptions of golf. ✓ Measurable reduction in barriers to participation.
	Research and consider various playing and membership options, including existing and proposed schemes for independent golfers elsewhere.	<ul style="list-style-type: none"> ✓ Shortened formats of the game promoted and played. ✓ Increased awareness of the health benefits golf has to offer.
	Utilise a mix of media platforms and content to educate and influence new golfers and create new fans.	<ul style="list-style-type: none"> ✓ 60% of clubs running GI participation initiatives/promotional campaigns.
	Leverage the success of leading professional and amateur golfers as ambassadors to inspire participants and promote the sport.	
<p>Grow participation of Women and Girls at all levels of the sport.</p>	Maintain and continue to develop the LevelPar initiative that focuses on promoting gender equality through four pillars – Leadership & Governance, Active Participation, Coaching & Officiating and Visibility.	<ul style="list-style-type: none"> ✓ Clear pathways established for participation, membership and leadership roles within golf. ✓ At least a 5% increase in female membership leading to a measurable increase in the proportion of the playing population that is female.
	Collaborate with key stakeholders to ensure consistent messaging and increase opportunities for Women and Girls at all levels.	<ul style="list-style-type: none"> ✓ Measurable increase in the number of junior girls with active handicaps within clubs. ✓ Measurable increase in the number of rounds played by Women and Girls.
	Showcase top level female professional golfers by supporting and promoting the annual staging of the Women's Irish Open.	<ul style="list-style-type: none"> ✓ Increase the number of females coaches and activators through collaboration with the PGA in Ireland.
		<ul style="list-style-type: none"> ✓ Annual Women in Golf Leadership initiatives ✓ Substantial increase in the number of clubs committing to the Women in Golf Charter and to achieving gold standard. ✓ A network of 400+ male and female Women in Golf Charter Champions

Objectives	Actions	Desired Outcomes
<p>Lead and Advocate Inclusive and equitable activity across the Golf Industry</p>	Lead and promote targeted support initiatives and awareness campaigns for underrepresented groups.	<ul style="list-style-type: none"> ✓ Increased opportunities for people from all cultural backgrounds, people with disabilities, and other minority groups. ✓ Improved inclusive access to facilities.
	Inspire a culture change that showcases Golf Ireland & golf clubs as inclusive, equitable, safe and welcoming environments for people irrespective of their ability, gender, age or ambition.	<ul style="list-style-type: none"> ✓ Full implementation of the Golf Ireland Junior Policy. ✓ Measurable increase in the number of rounds played by junior golfers.
	Promote young people being involved in decision making at all levels of the game.	<ul style="list-style-type: none"> ✓ Delivery of a club youth consultation programme. ✓ An active Golf Ireland Youth Council.
<p>Lead the way in protecting the environment, to play our part in tackling climate change and promoting sustainability across golf</p>	Conduct Irish specific research into the environmental impact of golf.	<ul style="list-style-type: none"> ✓ Increased awareness of best practice at all levels of golf.
	Work in collaboration with key stakeholders including the R&A to develop a sustainability action and education plan.	<ul style="list-style-type: none"> ✓ Strong club compliance with relevant legislation and public policy. ✓ Measurable increase in the number of clubs adopting sustainable practices.
<p>Build strong partnerships with community, government and commercial stakeholders; within golf and with other sports</p>	Lead and promote purchasing policies that reduce the overall consumption of emissions, water, energy and materials.	<ul style="list-style-type: none"> ✓ Measurable increase in the number of clubs achieving sustainability certification.
	Advising and supporting clubs in identifying and securing funding opportunities for sustainability projects.	<ul style="list-style-type: none"> ✓ An active sustainability hub that includes key resources for club staff and volunteers.
	Lead and collaborate within the global golf community on key issues including the Rules of Golf, World Handicap System and Rules of Amateur Status.	<ul style="list-style-type: none"> ✓ Deeper collaboration with the R&A. ✓ Comprehensive schools programme. ✓ Golf Ireland proactively contributing to relevant public policy.
Collaborate with national and local government authorities and agencies.	<ul style="list-style-type: none"> ✓ Active community and charitable partnerships. 	
Develop a commercial and community strategy to grow investment in the game, reach new audiences and have a positive impact on society.	<ul style="list-style-type: none"> ✓ Closer relationships between clubs and local communities. ✓ Increased commercial revenue. 	
Work closely with other Irish sports organisations, both nationally and locally.	<ul style="list-style-type: none"> ✓ Increased volume and range of funding for golf. ✓ Increased sharing of knowledge and resources. 	



 STRATEGIC FOCUS AREAS



SUPPORTING OUR CLUBS & GOLFERS

“We will support all Clubs to be strong, healthy, sustainable & maintain steady growth”



STRATEGIC FOCUS AREAS: **SUPPORTING OUR CLUBS AND GOLFERS**

Objectives	Actions	Desired Outcomes
 <p>Support clubs to be strong, vibrant and sustainable by providing comprehensive education and support services.</p>	Support clubs to recruit and retain members.	<ul style="list-style-type: none"> ✓ Retention of the 12% increase (2020-2021) in overall membership and foundations laid for further sustainable growth. ✓ Delivery of a bi-annual club survey. ✓ 80% of clubs engaging in Golf Ireland Club Services annually. ✓ Affiliated courses re-rated regularly in accordance with the requirements of the Rules of Handicapping. ✓ Inclusive playing and competition policies that accommodate golfers of all abilities promoted within clubs ✓ All club contacts included in CRM system. ✓ Measurable increase in visibility of good practice case studies. ✓ 60% of clubs involved annually in an active club support network, which provides opportunities for clubs to share ideas and collaborate on initiatives. ✓ Online resource hub launched and utilised. ✓ Measurable increased in the workforce able to deliver grassroots activity within clubs.
	Conduct a bi-annual club survey and deliver an associated club services action plan.	
	Embed the function of zonal advisory services available to clubs, particularly in the area of handicapping and rules.	
	Provide leadership and guidance on running of competitions for members of all ages and abilities.	
	Implement robust club communication plans annually to ensure club committees are aware of resources and supports available to them.	
	Launch online resource and education hub, with content reviewed and refreshed annually.	
	Provide more opportunities for people to become part of the coaching landscape through the continued development of the Activator and Roving Pro initiatives in conjunction with the PGA.	
 <p>Promote excellent, inclusive and equitable governance in clubs.</p>	Advocate and promote the adoption of a single administrative structure (One Club Model) and the Golf Ireland Governance principals within clubs	<ul style="list-style-type: none"> ✓ At least 80 clubs working towards implementation of a One Club Model. ✓ Club compliance with the relevant Safeguarding legislation and requirements. ✓ Launch and regular update to Golf Ireland's Safeguarding resource portal. ✓ Continued promotion of the Women in Golf Charter. ✓ Measurable increase of the number of females that hold officer positions within clubs. ✓ Continued development of HR support resources and educational opportunities available to clubs.
	Ensure the adoption and implementation of the code of Ethics and Good Practice for Children's Sport and Golf Ireland's Safeguarding Policy	
	Encourage clubs to take positive action to encourage the number of women in leadership positions within their governance structures.	
	Work with stakeholders to ensure clubs have sustainable models for the recruitment and retention of staff.	

Objectives	Actions	Desired Outcomes
 <p>Support the recruitment and retention of volunteers within clubs</p>	Develop and promote a framework for clubs with effective volunteer recruitment and retention policies and practices.	<ul style="list-style-type: none"> ✓ Launch of volunteer framework with a supporting education programme that clubs adapt and implement. ✓ Measurable increase in diversity amongst the club volunteer base. ✓ Annual Volunteer Award programme established and supported.
	Launch a Volunteer Award programme whereby clubs are invited to nominate volunteers from within their clubs for Regional and National recognition.	
	Provide regular opportunities for education and training of club volunteers and officials.	
 <p>Provide high quality support and services to golfers</p>	Maintain, develop and promote MyGolf and the Golf Ireland App for players.	<ul style="list-style-type: none"> ✓ Measurable increase in the frequency of use, and number of players using MyGolf and the Golf Ireland App. ✓ Continued advancement of the technology available to golfers through the Golf Ireland App. ✓ Enhancement of direct support available to golfers through Golf Ireland. ✓ Launch of new Get into Golf App.
	Increase direct communication between Golf Ireland and golfers	
	Development of relevant educational programmes for golfers.	
	Develop an app to support new golfers through the introductory stages of their journey into golf.	

 STRATEGIC FOCUS AREAS

LEADING OUR ORGANISATION

“We will lead in a professional, effective & cohesive manner”



STRATEGIC FOCUS AREAS: **LEADING OUR ORGANISATION**

Objectives	Actions	Desired Outcomes
<p>10</p> <p>Set and maintain standards of excellence in all areas of operation, promoting professionalism, equality, use of technology and sustainability across all departments.</p>	Ensure strong cooperation and collaboration between the Board and Regional Executive Committees.	<ul style="list-style-type: none"> ✓ Successful delivery of the Golf Ireland Strategic Plan and associated operational plans. ✓ Ongoing compliance with Governance Code and all applicable legislative and regulatory obligations. ✓ High levels of awareness, adherence and ownership of Golf Ireland policies and procedures by all staff and volunteers. ✓ Robust financial procedures and controls to safeguard the organisation's assets. ✓ Progressive and action focused staff team. ✓ Measurable reduction of the use of single-use materials across all Golf Ireland activity.
	Maintain compliance with the Code of Governance for Sport by carrying out an annual-self assessment recommended in the Code.	
	Ensure compliance with the Sports Action Plan 2021-2023, which includes maintaining 40% female representation at board level.	
	Maintain strong and prudent budgeting and financial management procedures that deliver financial sustainability for the organisation.	
	Develop and implement annual operational plans with measurable outcomes across the organisation.	
	Introduce comprehensive staff development, training and performance management systems.	
Implement purchasing policies that reduces the overall consumption of emissions, water, energy and materials.		
<p>11</p> <p>Ensure effective communication at every level so there is clear understanding of what we do and why we do it.</p>	Create and implement an internal communication plan for all Golf Ireland staff and volunteers.	<ul style="list-style-type: none"> ✓ Wider knowledge of Golf Ireland's messaging across the organisation. ✓ All staff and volunteers to have a measurably increased connection to Golf Ireland as an organisation. ✓ Greater opportunity for diverse views and collaboration on initiatives within the organisation. ✓ Consistent messaging and services for clubs. ✓ Measurable increase in club and golfers understanding as to what Golf Ireland does for them. ✓ Improved user experience and inclusive access to online services for all prospective users
	Develop an effective customer interface for golf clubs.	
	Consistent implementation of Golf Ireland's services across the Regions, with agreed localised adaptations where required.	
	Consult regularly with users to ensure Golf Ireland's online services continue to meet the evolving needs of clubs and golfers	

Objectives	Actions	Desired Outcomes
<p>12</p> <p>Develop a progressive, inclusive, equitable and open culture while respecting tradition and preserving our history.</p>	All policies and initiatives developed by the organisation to be evaluated against the core values of Golf Ireland's Strategic Plan.	<ul style="list-style-type: none"> ✓ Staff and volunteers sharing and actioning the vision and values of Golf Ireland. ✓ Open application process for board, committee and volunteer vacancies ✓ Heritage of the legacy organisations made accessible and cherished.
	Develop a wide range of initiatives and events in our annual operational plans to imbue the values and culture of Golf Ireland on an ongoing basis.	
	A project to preserve the history and heritage of the legacy unions, including a revamp of the Golf Ireland museum and the digitisation of photographs and other memorabilia.	
<p>13</p> <p>Support our volunteers and officials to excel in their roles</p>	Undertake a Volunteer Impact Assessment with existing volunteers across the organisation.	<ul style="list-style-type: none"> ✓ Recognition of the centrality of the role of volunteers within Golf Ireland. ✓ Strong retention rates in the existing volunteer workforce. ✓ Sustained growth in numbers and diversity in volunteer recruitment. ✓ Regular tracking of volunteer satisfaction rates and sense of belonging within Golf Ireland. ✓ Continual identification of opportunities for existing volunteers to contribute to Golf Ireland's activities in new ways, and for new volunteers to get involved in non-traditional volunteering roles within golf.
	Devise and deliver an annual induction programme for new volunteers.	
	Provide a visible development pathway for volunteers across all key areas.	
	Introduce a structured process for two-way dialogue with volunteers	
	Provide an annual volunteer appreciation event to recognise the contribution of Golf Ireland volunteers	



STRATEGIC FOCUS AREAS

DELIVERING OUR EVENTS

“We will deliver World-class, inclusive and equitable Championships and events”



STRATEGIC FOCUS AREAS: **DELIVERING OUR EVENTS**

Objectives	Actions	Desired Outcomes
<p>14</p> <p>Stage World-class competitive events for golfers of all abilities at club, regional, national and international level</p>	Review defined operating standards annually in advance of annual and multi-annual training programmes for referees and volunteers.	<ul style="list-style-type: none"> ✓ A sustainable pool of referees and competition volunteers driven to continually improve. ✓ A schedule which attracts top-class amateurs to elite events and enables Golf Ireland to deliver its suite of competitions for all ages, abilities and genders in a world-class manner. ✓ A player-focused approach to running competitions at all levels.
	Continually engage with international counterparts to ensure optimal scheduling.	
	Distribute player surveys to measure satisfaction on key performance metrics for competitions (information distribution, pace of play, course setup, etc)	
<p>15</p> <p>Deliver a clear, streamlined, inclusive and equitable event calendar, including disability and development competitions</p>	Conduct rationalisation review called for in the Golf Ireland proposal to ensure the organisation's capacity to deliver objective 14 above is sustainable.	<ul style="list-style-type: none"> ✓ A streamlined competition programme at regional and national level which serves the playing population with a competition programme that is inclusive and relevant. ✓ Joint showcases for male and female competition at National, Regional and grassroots level. ✓ Development of mixed-gender competitive formats. ✓ Equal opportunity and encouragement for men and women to be involved in delivering competitions. ✓ Greater awareness of existing inclusive competition policies and development of new competitive opportunities for golfers with a disability.
	Effect change to the domestic competition calendar to embed a culture of mixed events.	
	Promote mixed-gender tournament Committees and volunteer teams.	
	Conduct an in-depth review of Inter-Club events to promote and maximise inclusivity and participation.	
<p>16</p> <p>Regularly host International Golf Events throughout the island of Ireland</p>	Bid to host male or female International Championship at least every two years.	<ul style="list-style-type: none"> ✓ A continual pipeline of international amateur events staged on the island of Ireland. ✓ Substantial growth in the opportunities for referees and volunteers to become involved in international events.
	Engage with the European Golf Association, European Disabled Golf Association and International Golf Federation to identify long-term hosting opportunities.	



 STRATEGIC FOCUS AREAS

NURTURING OUR TALENT

“We will provide access to a performance pathway which delivers success”



STRATEGIC FOCUS AREAS: NURTURING OUR TALENT

Objectives	Actions	Desired Outcomes
<p>17</p> <p>Deliver a successful High-Performance Pathway to provide opportunity for players to maximise their potential.</p>	Maintain and review Talent ID programmes at Club, Area and National levels.	<ul style="list-style-type: none"> ✓ Irish players achieving medal positions at international individual and team events
	Devise, implement and publish selection criteria at all levels of the pathway.	<ul style="list-style-type: none"> ✓ Robust International tournament schedule for National squads
	Continue to create opportunities for mixed gender coaching and events.	<ul style="list-style-type: none"> ✓ Feedback from all levels to review Talent ID programmes and their effectiveness
	Continue collaboration with Sport Ireland, Sport NI and the Olympic Federation of Ireland to ensure best practice in all areas of the pathway.	<ul style="list-style-type: none"> ✓ Transparent selection criteria along the pathway ✓ Combined male and female events and squad sessions where appropriate
	Have a robust funding and support programme in place for emerging professionals.	<ul style="list-style-type: none"> ✓ Increased funding and support for emerging professionals.
	Develop a High-Performance strategy for golfers with a disability.	
<p>18</p> <p>Provide world class coaching, facilities and support services so the best people possible are supporting our players.</p>	Invest in our coaches and service providers to ensure ongoing support for their professional and personal development.	<ul style="list-style-type: none"> ✓ Increase number of female coaches in Golf Ireland pathway. ✓ Female coaches working in male teams' programmes.
	Open up opportunities for coaches to be part of all areas of the pathway.	<ul style="list-style-type: none"> ✓ Workshops and training for HP coaches.
	Increase visibility of and opportunities for female coaches.	<ul style="list-style-type: none"> ✓ More coaches working at HP level of Golf Ireland pathway ✓ Upgrading of targeted existing facilities.
	Source Capital Investment to upgrade existing or new training locations.	<ul style="list-style-type: none"> ✓ Opportunities for new venues to be official Golf Ireland training venues.



GOLF FOR EVERYONE

STRATEGIC PLAN 2022-2026

FOCUS AREA >>>

SECURING THE FUTURE OF GOLF

SUPPORTING OUR CLUBS & GOLFERS

LEADING OUR ORGANISATION

DELIVERING OUR EVENTS

NURTURING OUR TALENT

AMBITION >>>

"We will build a positive image of golf that inspires everyone to get involved"

"We will support all Clubs to be strong, healthy, sustainable & maintain steady growth"

"We will lead in a professional, effective & cohesive manner"

"We will deliver World-class, inclusive and equitable Championships and events"

"We will provide access to a performance pathway which delivers success"

OBJECTIVES >>>

- 1 Innovate and promote golf
- 2 Grow participation particularly of Women and Girls
- 3 Lead and advocate inclusive and equitable activity
- 4 Promote sustainability on and off the course
- 5 Build strong partnerships

- 6 Support Clubs to be strong, vibrant and sustainable
- 7 Promote excellent, inclusive and equitable governance
- 8 Support the recruitment and retention of volunteers and staff
- 9 Provide high quality support and services to golfers

- 10 Set and maintain standards of excellence
- 11 Ensure effective communication at every level
- 12 Create a progressive inclusive, equitable and open culture
- 13 Support current and potential volunteers, officials and staff to excel

- 14 Stage World-class competitive events
- 15 Deliver a clear, streamlined, inclusive and equitable event calendar
- 16 Regularly host International golf events

- 17 Deliver a successful High-Performance programme
- 18 Provide World-class coaching, facilities and support services

APPENDIX

Table 1 details the consultation carried out throughout Q4 2021 in the development of the strategy.

QUANTITATIVE	Surveys	<ul style="list-style-type: none"> Golf Ireland Strategic Plan Survey. (N=10,166. Survey sent to all Golf Clubs, Registered Golfers, Golf Ireland Volunteer Network, Golf Ireland Social Media platforms) Public Participation and Engagement Research Survey (N= 1600, results weighted to the standard nationally representative population in each jurisdiction)
	Research	<ul style="list-style-type: none"> Golf Ireland Program Data Golf Ireland and R&A participation research May 2021 R&A Golf and Health research 2021
QUALITATIVE	Focus Groups	<p>Golf Ireland Staff and Volunteers</p> <ul style="list-style-type: none"> Regional Executive Committee National Committee Members Regional Committee Members Club Members Staff Members <p>Golf Community</p> <ul style="list-style-type: none"> Youth Focus Groups Club Members
	Consultation Workshops/ Meetings	<p>Golf Industry Bodies</p> <ul style="list-style-type: none"> Association of Turfgrass Professionals Ireland Irish Golf Club Managers Association PGA <p>National and Regional Committees</p> <ul style="list-style-type: none"> Golf Ireland Board Governance Committee Regional Executive Officers <p>Funding Bodies</p> <ul style="list-style-type: none"> Sport Ireland Sport NI R&A



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