



MALTA GOLF ASSOCIATION

TEEING IT UP FOR GOLF

An overview of the National Strategy for the Game of Golf in Malta 2025-2030



OUR VISION
THE SPIRIT OF GOLF IN EVERYTHING WE DO



The **Malta Golf Association** (MGA) embarked on its very first strategic plan in 2019. In consultation with the golf membership, club management and other stakeholders we had identified seven themes that were the basis of the aspirational goals going forward. These were Governance & Management, Club Support, Financial Security, Grow Golf, Open Tournaments, International Participation and Showcase the Game.

From these themes thirty-one goals were established. The goals were meant to provide a framework for improvement to assist us in our vision to develop further the game of golf in Malta. Since then, we managed to address just over one-third of these goals.

We now understand that we simply set too many goals for an organisation like ours – totally reliant on volunteer hours – to be able to ascertain that the goals were achieved according to the timeline that was set.

This second publication of **“TEEING IT UP FOR GOLF”** covers the next few years during which the MGA will celebrate twenty years of its existence. Our vision, our purpose statement and our strategic values remain the core in everything we do going forward as is our focus towards a more proficient and sustainable governing body. However, we have understood that it would be wiser for us to work on a fewer number of goals and make sure that these are fully achievable. The benefits and risks also remain practically the same.

We continue to stress that the MGA cannot deliver this strategy alone. The success of the Royal Malta Golf Club (RMGC) and its own development plan is one of the main crucial points behind this national strategy. Our cooperation and our communication with the RMGC are at their best and we will continue to strive towards an even better sharing of knowledge and experiences also with the PGA of Malta. The success of the strategy continues to be dependent on everyone **WORKING TOGETHER** to make golf in Malta more appealing, more accessible and more inclusive.

In our first strategic plan we remarked as follows: *Malta will undoubtedly remain a small golfing country in terms of the relative number of golfers that will play the sport. We are currently classed as an emerging golfing nation: eager to develop the game and relying completely on limited private sponsorship and public funding. Despite this we have already earned the mutual respect and trust of our peers. Delivering this Strategy builds on this trust, upon our history and strong foundations. Our vision is for Malta, in time, to be acknowledged as an established golfing nation. We want to be proud of our independent methods of governance, with strong golf development programmes and strong financial support enabling us to reach similar relative levels as other European countries.*

This overall vision remains valid going forward into the next five years. Our underlying purpose also remains valid. We need to ensure that the game of golf in Malta has a strong future for the enjoyment of our children and their children's children.

William Beck

President - Malta Golf Association
on behalf of the 2022-2026 Executive Committee

MGA 2022-2026 Executive Committee: William Beck, Nicholas Beck, Kenneth Micallef, Doreen Balzan, Andy Borg.
Royal Malta Golf Club Representative: Paul Stoner. golfing@maltagolf.org www.maltagolf.org

The Spirit of Golf

The spirit of the game of golf relies on the integrity of the individual to abide by the Rules, to conduct oneself in a disciplined manner, demonstrating courtesy and sportsmanship always. We embrace these elements of honesty and good governance in our strategy and will act in the best interest of the game to ensure that it remains appealing, accessible and inclusive.

Strategic Values

WORK TOGETHER with everyone involved in the game to achieve golf's full potential in the country through the creation of possibilities to learn, play and grow in the game.

ACT IN THE BEST INTEREST OF THE GAME through promoting the spirit of the game which relies on the integrity of the individual to show consideration for other players, to abide by the Rules, to conduct themselves in a disciplined manner, always demonstrating courtesy and sportsmanship.

BE TRANSPARENT in the decision-making processes and actions and **CREATE INCLUSIVE** atmosphere which provides the same opportunities for participation in and enjoyment of the game.

BE ACCOUNTABLE for our responsibilities and **DECIDE FAIRLY** and **EQUALLY** irrespective of one's background or identity.

Strategic Themes & Goals 2019 - 2024

From the first five-year strategic plan published in November 2019, the following goals have been largely met.

1: GOVERNANCE & MANAGEMENT

- Conform to the highest level of governance, practice and ethics; strengthen these to meet national and international requirements and have them independently reviewed annually.
- Assure that constitution, bylaws and policies remain valid and have them reviewed annually.

2: CLUB SUPPORT

- Govern and administer the World Handicapping System in Malta in line with the global roll-out.

3: FINANCIAL SECURITY

- Manage accounts in a transparent competent manner demonstrating that resources are used wisely, publicly available and independently audited annually.
- Set budget procedures that result in approved income & expenditure streams.
- Understand and maximise the funding opportunities from national and international governing bodies through the correct and timely submission of audited accounts, reports and funding applications.

4: GROW GOLF

- Assist in junior programmes at club level to ensure that there are innovative and best programmes in place with clear pathways so that juniors can transit to competitive golf successfully.

5: OPEN TOURNAMENTS

- Enhance the Malta Junior Open and its subsidiary competition for developing golfers.

6: INTERNATIONAL PARTICIPATION

- Identify potential junior female players and give them similar opportunities as the national elite team so that they can compete at an international level.
- Seek elite Maltese players living abroad to increase participation options.

7: SHOWCASE THE GAME

- Identify, create and manage the appropriate social media accounts.
- Modernise the coverage of our tournaments through the filming of the events and showcasing it on local TV channels and media.

Strategic Themes & Goals 2025 - 2030

The following goals will be addressed during these next years.



GOVERNANCE & MANAGEMENT

- Identify individuals who will own and manage the strategic goals and put in place a succession plan in view to strengthen the MGA Executive Board with skills to manage specific roles and responsibilities.



CLUB SUPPORT

- Educate members on the Rules of Golf and the Rules of Handicapping.
- Promote The R&A's Rules App and The R&A's Rule Academy (level 1).
- Promote and communicate the challenges, opportunities and good practice concerning the interaction of the game of golf with its environment.



FINANCIAL SECURITY

- Seek partners and other financial opportunities to assist the success of development programmes.



GROW GOLF

- Support a number of programmes to grow the game including encouraging the participation in golf by families, women and girls; promote different formats of play; and assist in junior programmes at club level to ensure clear pathways so that juniors can transit to competitive golf successfully.



OPEN TOURNAMENTS

- Establish a Malta Senior Open.
- Plan for a Malta Open.



INTERNATIONAL PARTICIPATION

- Review the junior and elite national team players' programme.



SHOWCASE THE GAME

- Celebrate achievements of players and programmes and promote the game's economic and lifelong health and social benefits through developing communication through a number of media channels.

Benefits

The vision of this Strategy is to promote Malta from an emerging golf country to an established one. The Strategy helps us to move from an amateur way that, in these early years, has served us well to manage our affairs to one which allows us to be semi-professional.

It allows us to take the offensive and make proactive decisions according to the identified realistic goals which are the base from which progress can be regularly measured according to set KPIs. The benefits are:

- An intrinsically linked group of people all working together for the benefit of the game.
- Increasing facilities to make Malta a quality golfing destination.
- A golf governing body with financial and governance structures enabling it to ensure a successful development programme.
- Increased entry streams especially from juniors and ladies.
- Open tournaments that can attract more international players to our country.
- Stronger national teams able to compete in overseas tournaments.
- Reaching out to a larger Maltese audience.
- Increasing the overall profile of the game.

Risks

To improve its governance and the likelihood of harvesting the benefits of this Strategic Plan, a strategic risk management process needs to be implemented,

Risks will be identified, assess, prioritised and managed as a continual process embedded within the Strategy's execution. Swift and regular action will be taken to mitigate the key risks.

Initial analysis has identified the following key risks to be managed:

- We neglect to retain effective collaboration between the Malta Golf Association and the Royal Malta Golf Club.
- Lack of internal and external stakeholder support.
- Loss of golf facilities.
- Failure to deliver development programmes.
- Not providing the opportunities for national team players to experience international tournaments.
- Transition from amateur to semi-professional governance fails.
- Unable to secure finance and resources to execute this Strategy.
- Unable to secure Government support for Maltese golf.

Our Purpose Statement

To make golf in Malta enjoyable, accessible, and inclusive for the enjoyment of everyone. To become financially stronger; to invest more in developing golf locally; to be able to introduce a new generation of players to the game and give them every opportunity to grow into the game. To assist successful players to achieve their full potential through appropriate coaching, psychological and nutritional programmes enabling them to peak to their potential on an international arena.