



MALTA GOLF ASSOCIATION

TEEING IT UP FOR GOLF

An overview of the National Strategy for the Game of Golf in Malta 2020-2024



OUR VISION

THE SPIRIT OF GOLF IN EVERYTHING WE DO

The game of golf was introduced to Malta in 1888. Two men, Prince Alfred (son of Queen Victoria) and Sir Henry D'Oyley Torrens (representing the Crown as Governor General) and their close friends, started to play in a rocky environment not normally conducive to the game. The "Malta Golf Links" were soon given royal title and became known as the **Royal Malta Golf Club** (RMGC) eventually settling in its current locality within the Marsa Sports Club complex.

Over the years, various committees at Club level ensured that the game was enjoyed by the members, at first by the British Forces high ranking personnel stationed on the Island and, in the last fifty years or so, also by the Maltese. This first generation of local players made it possible for a second generation of younger golfers to enter the game, the formation of a juniors' section and the first exploratory involvements on international soil. From this background, the **Malta Golf Association** (MGA) was founded in 2006.

Over these initial years, the MGA established positive relationships with all its national and international governing bodies while meeting its executive obligations primarily towards the Rules of Golf and the Handicapping System. With such affiliations, the MGA has also made it possible for our better players to participate in international tournaments with some memorable successes.

Our latest endeavours with the Golf to Schools programme, with Special Olympics' athletes and our signing up to the Women's in Golf Charter form an extended platform for the game in Malta. So far, all these were managed to the best of the Executive Committee's ability within the limits of a voluntary organisation. The future now demands from the MGA a more professional approach to manage its affairs. **"TEEING IT UP FOR GOLF"** is this first modest step towards a more proficient governing body.

The strategy highlights seven themes which generate the basis of the aspirational goals going forward. They provide a framework for improvement to assist us in our vision to develop further the game of golf in Malta. The supplementary game plan will identify the individuals who will own the key responsibilities, propose detailed performance indicators and put them in place against a timeline for their achievement. The progress will be documented on an ongoing process and reviewed accordingly.

The MGA cannot deliver this strategy alone. The success of the RMGC and its own development plan is one of the main crucial points behind this national strategy.



The MGA and the RMGC are intrinsically linked. Together, we must try to find ways to enhance our cooperation and our communication. The plan is dependent on everyone **WORKING TOGETHER** to make golf in Malta more appealing, more accessible and more inclusive. We need to reverse the decline that is currently being experienced and instead establish a period of sustainable growth. We must have in place the necessary skills to oversee this growth and to enable us to deliver our strategic goals. 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. This is our purpose.

Naturally, the support of all our stakeholders (including The R&A, the EGA, the IGF, the Maltese Olympic Committee, Sport Malta, the Marsa Sports Club, the PGA of Malta, the Government, our sponsors and our individual members) is also important for such a Strategy to flourish.

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.

William Beck

President - Malta Golf Association
on behalf of the 2018-2022 Executive Committee

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.

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, demonstrating courtesy and sportsmanship at all times.

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.

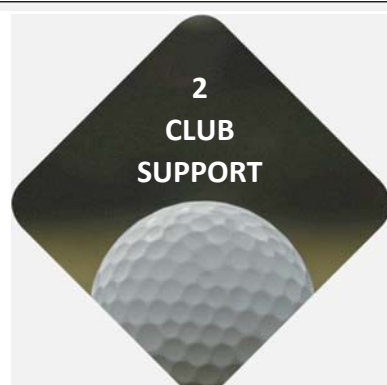
BE ACCOUNTABLE for our responsibilities and **DECIDE FAIRLY** and **EQUALLY** irrespective of one's background or identity.

Strategic Themes & Goals


Consultation with the golf membership, club management and other stakeholders has identified the following seven themes from which the strategic goals were established.



- 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 independently reviewed annually.
- Share best practice and learning skills.
- 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.
- Research and deliver a policy on the game's sustainable growth in Malta, including its affordability, accessibility and inclusivity.



- Publish regular bulletins and hold educational seminars for members covering the Rules of Golf and the Rules of Handicapping.
- Govern and administer the World Handicapping System in Malta in line with the global roll-out.
- Assist professional coaches and volunteers to be able to deliver top class golf learning experiences.
- Align a tourism strategy to the initiatives of Malta Tourism Authority by 2021.
- Promote and communicate the issues, problems, opportunities and good practice concerning the interaction of the game of golf with its environment.




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.
- Secure the tenure of current sponsor.
- Have in place a strong pyramid of supporting partners to assist the success of the development programme.



4 GROW GOLF

- Constantly share best practices and identify beneficial opportunities to allow the game to be enjoyed by a wider range of people, more spontaneously.
- 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.
- Ensure all national team players, enjoying funding opportunities, have roles to give back to the game through any of the development programmes.
- Develop, implement and advertise a progressive and inclusion policy to increase accessibility to recreational golfers and golfers with special needs.
- Develop the Golf to Schools programme.
- Partner with club to establish programmes to attract participation in golf by families, women and girls.
- Promote and lobby for the need for additional golfing facilities.



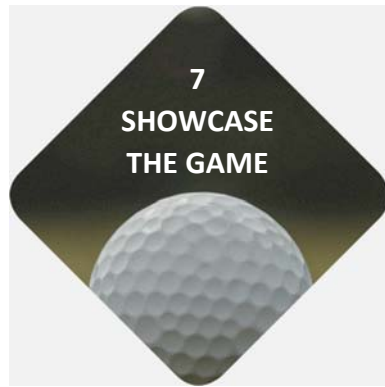
5 OPEN TOURNAMENTS

- Enhance the Malta Junior Open and its subsidiary competition for developing golfers.
- Plan for a Malta Senior Open.
- Plan for a Malta Open.
- Host at least one international team event biennially.
- Establish the requirements and conditions to be able to decide on the possibility to host the Ladies European Tour event.



6 INTERNATIONAL PARTICIPATION

- Establish a fixture list for national team home and away matches.
- Review the elite players programme and increase their exposure to high level coaching, strength and conditioning, diet and psychology to be part of their training programme.
- 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.



- Identify, create and manage the appropriate social media accounts.
- Celebrate achievements of players and programmes and promote the game's economic as well as lifelong health and social benefits through a push on TV and Radio channels and publish golf related articles.
- Modernise the coverage of our tournaments through the filming of the events and showcasing it on local TV channels and media.

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

- An intrinsically linked group of people all working together for the benefit of the game.
- Improving the facilities to make Malta a quality golfing destination.
- A golf governing body with strong financial and governance structures enabling it to ensure a successful development programme.
- Increased entry streams from juniors and ladies.
- Open tournaments that can attract more international players to our country.
- Stronger national teams able to compete properly 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 create effective collaboration between the Malta Golf Association and the Royal Malta Golf Club.
- Lack of internal and external stakeholder support.
- Improvement of golf facilities will not materialise.
- Failure to deliver development programmes.
- Collapse of pathways to national team leading to absence in international arena.
- Transition from amateur to semi-professional governance fails.
- Unable to secure finance and resources to execute this Strategy.
- Unable to secure long term Government support for Maltese golf.

Next Steps

- Publish and distribute the Strategic Plan with all stakeholders.
- Initiate the Strategy, establish structures and produce detailed game plans to commence formally.

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.