



**PPUI**

# **PITCH AND PUTT UNION OF IRELAND**



**STRATEGIC PLAN 2017—2021**

**PPUI**







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## PPUI Honorary President Introduction

Welcome to the PPUI Strategic Plan 2017-2021, at the outset I would like on behalf of the NEC to thank our Strategic Planning Committee under the chairmanship of Mr. John Manning for their huge commitment in the delivery of this plan for our sport.

The NEC is cognisant of the current challenging times in sport and in the wider world. There's an increasing emphasis on quality and an increasing competition among sporting organisations for participants. This plan reflects on the needs of our members and on the commitment of the NEC to strive to deliver high quality services to them and to prospective members.

The planning process has resulted in six clearly defined strategic pillars for the next four years. It is geared to plan, manage, and drive our sport forward, in a collaborative fashion, to achieve very clear objectives which will see all key strands of the game develop and progress in very clear ways.

The Strategic Plan will challenge the Union. We do not see achievement of these objectives as easy, but we are committed to ensuring that they are delivered to the best of our ability. The underlying principles of the Plan are true to the ethos and core values of Pitch and Putt and will ensure its long tradition in Ireland continues.

Our volunteer base, our clubs and boards, along with our external partners and our staff, those involved in Pitch and Putt development and administration are all critical to the delivery of the goals in this Strategic Plan. Their continuing participation in quality improvement initiatives and a willingness to embrace the ever-changing environment will ensure the success of the Plan.

As a long-established participation sport in the country, we must continue to strive to maintain and grow that position for all our members, for potential members and for the future development of the sport. We're hugely dependent on

a wide range of people and organisations to help us accomplish our objectives and these relationships will also be key to our ability to grow and develop the sport of Pitch and Putt over the next four years.

I am honoured and privileged to be at the helm of our sport at this time and I am confident that with the support and goodwill of all Pitch and Putt stakeholders, the path forward, as we approach our 60th year, can be a very positive one.



**Mervyn Cooney**

President, Pitch and Putt Union of Ireland





## CEO Sport Ireland Foreword

Sport Ireland is delighted to support the Pitch and Putt Union of Ireland (PPUI) and the development of the organisation's fourth strategic plan.

The PPUI has made considerable progress since the publication of its first strategic plan in 2001 and on behalf of Sport Ireland I welcome the ambitious targets laid out in this document and the long-term focus of the National Executive.

As well as providing competitive opportunities for members the sport of pitch and putt offers many social and inclusive benefits and it is promising to see that attracting new participants into the sport is one of the key pillars of this strategy.

Sport Ireland places a particular emphasis on increasing participation in sport across every age group and background in the country and the PPUI's commitment to providing opportunities to take part in the sport is most welcome.

Governance has never been more important for sporting organisations and it is encouraging that this strategy puts a key emphasis on the continual development of the PPUI's structures. With the PPUI also on the Voluntary Code of Governance adoption journey the organisation will be well placed to support its members and key stakeholders.

I would like to congratulate the PPUI in the production of this strategy and thank all those who contributed to the strategic planning process. This strategic plan is simply the final phase of an intense examination, evaluation, consultation process and discussion in the future direction of the organisation.

I would like to thank all those who contributed to the strategy process and I wish everybody involved with the PPUI all the best for the future.

**John Treacy**

Chief Executive, Sport Ireland





## Strategic Plan Background

The Pitch and Putt Union of Ireland (PPUI) is the governing body for the sport of Pitch and Putt on the island of Ireland. The PPUI have over 100 affiliated clubs with approximately 8,000 registered members. The PPUI was formed in 1960 and since then has overseen the development of Pitch and Putt. The work of the PPUI is overseen by the National Executive Council, made up of 12 individuals, who are responsible for promoting, developing and managing Pitch and Putt in Ireland.

This is the fourth Strategic Plan created by the PPUI with the first plan developed in 2001. Previous plans despite some of the ideas and content being over ambitious have been well implemented and much progress has been made by the PPUI in its

own development and the development of the sport. This plan aims to continue the great work of the last plan whose objectives were both adventurous and realistic at the same time. That theme has continued through to this plan with the committee setting objectives that are both ambitious but achievable in the agreed timeframe.

Sport in general and Pitch and Putt specifically operate in a constantly changing environment with many factors outside the control of the PPUI affecting our sport. Pitch and Putt has faced many challenges in the past number of years with a slide in membership numbers, which has only recently slowed down. Many factors of this lie outside the control of the PPUI. The purpose of a Strategic Plan is to focus on the factors that can be controlled and to





ensure that the PPUI has a long-term approach to developing the sport.

The development of this plan has taken a number of months and started as the last plan was coming to a close. It started with a review of the last plan and its relative success. Any objectives that may not have been achieved but were still relevant would undoubtedly have to inform ideas for the next plan. The current NEC, past members of the NEC, County Board Officials, Club Officers and members of the PPUI were provided the opportunity to give their view on the last plan and the effectiveness of its implementation. An analysis of other plans created by other sporting bodies was also carried out to investigate common strategic themes or pillars among them.

With all of this information gathered a sub

-committee was formed whose remit was to develop the new strategic plan for the PPUI. This committee was made up of NEC Officers past & present, County Board Officers, experienced Pitch and Putt players and PPUI staff. Each member of the committee had their own views and opinions on the future of the sport and over a number of months developed the strate-

gic pillars and each of the objectives and actions seen in this plan. The subcommittee put in an enormous amount of work to compile all the ideas into one document and they feel it provides the PPUI and its NEC with an excellent framework to develop the sport of Pitch and Putt in the coming years.





## Vision and Mission of the PPUI

### *PPUI Vision*

The PPUI is the National Governing Body for Pitch and Putt activities, working to develop, enhance and promote Pitch and Putt as a social, inclusive and competitive sport for players of all ages and abilities. The PPUI will work to develop and promote excellent opportunities for players to compete in domestic and international competitions.

### *PPUI Mission*

The PPUI will promote the development of the sport through:

- Strong leadership
- Competent strategic planning
- Effective development initiatives





## Overview of Strategic Pillars

The Pitch and Putt Union of Ireland (PPUI) Strategic Plan seeks to put forward objectives that when achieved, will move the sport of Pitch and Putt forward in the next few years. There are many challenges facing the PPUI and despite the great work done in the past number of years through the last Strategic Plan, there are still a lot of areas where improvements can be made.

The sub-committee, in a similar manner to previous plans, sought to focus the goals of the PPUI into specific strategic pillars. These pillars are complimentary of each other and are of equal importance to the PPUI. Each one has a list of specific objectives that are to be achieved in the coming years and each objective has an action, a measurement, a timeframe and a responsibility has been assigned to a specific NEC portfolio. The combination of these strategic pillars relates to all aspects of our sport, including but not limited to governance, participation, organisational de-

velopment, membership development, championships, coaching, training and marketing.

The Strategic Pillars of this plan are more comprehensively introduced later in this document, but the agreed areas are as follows:

### **Governance / Structure**

Continue to set and maintain standards that ensure appropriate levels of governance to support and protect all stakeholders.

### **Club Development**

Provide support to PPUI affiliated clubs to ensure that officers are trained, that course and club standards are improved, that they have the ability to attract volunteers, that they can attract and retain members and much more.

### **Membership / Participation**

Promote and develop the sport through specific club led programmes in order to attract new people to the game and to ensure continued participation.

### **Championships / Competition**

Continue to provide opportunities for people



to compete at various levels and to ensure an ethos of continuous improvement when it comes to organising these events.

### **Coaching / Training**

Continue to promote coach education, to provide training for PPUI National Handicap system and to develop and train a panel of rules officials.

### **Marketing / Communication**

Develop a sponsorship strategy that supports the PPUI's goals and to improve communication between all stakeholders both internal and external.



## **Strategic Action Area 1**

### **Governance / Structure**

In the last Strategic Plan, 2013-2016, a lot of work was done in this area with many changes made to the structure of the PPUI. In the current Plan we aim to carry out a review of the Structure and determine the future viability of it. The aim is to carry out both an internal and external review of the PPUI's organisational structure and set up a working group to use these reviews to determine if any organisational changes are required.

A key Objective within this area in the last plan was to improve the structure of committees in PPUI clubs and ensure that club Officers had a clear understanding of their roles. Following on from this, the PPUI plan to develop this further by ensuring that County or Regional Board Officers are also clear on their roles.

The PPUI need to monitor and support the membership base more and a fundamental

aspect of this is knowing the composition of the membership base. Capturing relevant information at the time of registration is integral to this so the affiliation pack and registration forms need to be updated to ensure that they are capturing all the information needed.

The previous plan also addressed the concentration of workload within the National Executive by establishing sub-committees to support the work of the NEC. This plan also addresses that but recognises that a sub-committee and its role should be determined by the NEC in place based on the needs of the organisation at that specific time. This plan is also clear that should a sub-committee be set up there should be in place a clear term of reference and reporting procedure for that sub-committee.

#### **Key Performance Indicators**

1. Independent internal and external review of the PPUI Governing Structure be carried out and a working group to analyse these reviews and make recommendations based on same, if required, by 2019.

2. PPUI membership database to capture more pertinent information on members and relevant documentation to be changed to meet this need. Registration year of 2019 to see phased introduction of online registration system.
3. PPUI County or Regional Boards to be given clear guidelines on their roles and function within the governance structure of Pitch and Putt.





OBJECTIVES	ACTIONS	TIMELINE	MEASUREMENT	RESPONSIBILITY
Set the objectives, roles and functionality of County / Regional Boards	Produce procedural manual and	Q. 1 2018	Manual produced	President
	Ensure rollout.	Q. 2 2018	Manual rolled out to Boards	President
Commission an independent review of the PPUI Governing Structure	Consult with Sport Ireland on commissioning this review	Q. 4 2018	Review commissioned and report received	President
Commission an internal review of the PPUI Governing Structure	Appoint a working group to review same	Q. 4 2018	Working group appointed	President
Working group to recommend a revised PPUI Governing Structure	Working group to engage with all relevant stakeholders and formulate a recommendation for a revised PPUI Governing Structure. <b>Appendix 1</b>	Q. 3 2019	Consultation complete and revised structure recommended to NEC	Chair of Working Group/NEC
Have a fit for purpose membership database	Introduce a standardised registration form capturing the following information: Name, D.O.B., Gender, Contact Number, e-mail address and postal address (with due regard to Data Protection rules).	Q. 4 2017	Form produced	Office Administrator/ Hon. Registrar
	PPUI Affiliation pack to be replaced to capture optimum information relating to clubs.	Q. 4 2017	Pack produced	Office Administrator/ Hon. Registrar
	Introduce an online registration system to include online payments for registration fees	Q. 4 2018	System produced and operational	Coaching and Dev. Manager / Hon. Secretary
All clubs to have a Club Constitution approved by the PPUI	Produce recommended Constitution for clubs to use.	Q. 1 2018	Template wording produced	Hon. Secretary
	Review all Club Constitutions	Q. 4 2021	NEC review and approve all Club Constitutions / individual arrangements	Hon. Secretary/ NEC
Continue to participate in and grow International Pitch and Putt	Continue to send representatives from the PPUI to International Pitch and Putt meetings and to	2018 – 2021	PPUI represented at all meetings	Hon. Secretary/ NEC
	Nominate representatives for Executive Positions	Q. 2 2018	Nominate PPUI representatives for Executive positions at EPPA/FIPPA AGM	Hon. Secretary/ NEC
	Engage in conciliatory discussions targeted at unifying international Pitch and Putt bodies	Q. 2 2018	Propose conciliatory discussions at EPPA/FIPPA AGM	President
Establish sub-committees to work on behalf of and make recommendations to the NEC. No. of Sub-Committees is at the discretion of the NEC but should include the following as a minimum: Ladies Sub-Committee, Championships/ Competitions Sub-Committee, Handicap Sub-Committee	Define the role of each sub-committee to include its terms of reference prior to establishing the committee. Appoint sub-committee chairperson. Each sub-committee to produce a report for the NEC. NEC to report back to sub-committee and its members. Report on each sub-committee's activities to be presented at Annual Convention	Q. 1 2018 and annually at formation of new NEC	Sub-Committees formed Chair appointed Reports to NEC minuted Reports back to Sub-Committee minuted Annual Report presented to PPUI Convention	NEC / relevant NEC Officer / Sub-Committee Chair



## **Strategic Action Area 2**

### **Club Development**

Our last Strategic Plan called for support to be provided to club officers by way of an administrative booklet outlining roles and responsibilities. This plan aims to ensure that this document is regularly reviewed and updated to ensure relevance and accuracy. Regional training should be provided on an annual basis to club officers on their roles and responsibilities.

There is a need to increase the amount of information being shared among clubs in terms of attracting and retaining members. The PPUI will document these initiatives so that clubs can learn from the successes of other clubs. The PPUI Coaching & Development Manager is employed to support clubs in a variety of ways and it is essential that all clubs have an understanding of this role. Information on this role is to be published on the PPUI website and the Coaching and Development Manager will regularly attend County or Regional Board meetings to update

and inform clubs.

The PPUI encourages all clubs to improve the standard of their course and part of this is to assess the current standard of club facilities. Clubs wishing to host Provincial or National Championships should be graded against a specific set of criteria, which is to be set by the NEC and reviewed on a regular basis. After successfully launching a partnership with the Golf Course Superintendents Association of Ireland (GCSAI), the PPUI needs to foster this relationship and ensure that training is available to all people who are involved in the maintenance of Pitch and Putt courses, whether they are full-time or part-time.

#### **Key Performance Indicators**

1. Documents detailing roles of Club Officers to be updated and regional training seminars to be held, to cover all areas by 2019 and annually as required.
2. A Club Development Initiatives document to be introduced in 2018 and developed over the following years to provide clubs with information and examples of how to

attract and retain members.

3. PPUI to develop and publish criteria for hosting Championships by 2018 and grading system to be developed to quantify the capabilities of a club to host.
4. PPUI to develop a volunteer recruitment handbook by 2019.





OBJECTIVES	ACTIONS	TIMELINE	MEASUREMENT	RESPONSIBILITY
Provide all officers with an understanding of their role.	Documents detailing roles of club administrators to be updated and an annual review to be carried out	Q. 2 2018	Documents produced and made available	Relevant NEC Officer
	Training to be provided by NEC in regional seminars with a PPUI tutor to lead this training.	Q. 2 2019	Tutor trained. Training scheduled and continued	President
Gather comprehensive information in relation to standard of course maintenance at affiliated clubs	Greenkeeping survey to be carried out and regular information to be provided to NEC (Link to Affiliation Pack)	Q. 3 2018 and annually	Survey issued and results compiled	Technical Officer
Provide support to clubs in terms of initiatives to attract new and retain current members.	Club development initiative document to be produced to include ideas on how to target new people and how to retain members with concrete examples of clubs who have had success.	Q. 1 2018 – 2021	Document to be produced and updated regularly	Coaching and Dev. Manager / Dev. and Marketing Officer
Make clubs aware of all grant opportunities available	Annually produce a list of all potential grants available to clubs	Q. 3 2017 – 2021	List produced and published	Coaching and Dev. Manager / Dev. and Marketing Officer
Improve access to / awareness of Coaching and Development Manager	Publish on the website detailed information on this role as well as informational video.	Q. 2 2018	Information published Video produced and posted	Coaching and Dev. Manager / Dev. and Marketing Officer
	Coaching and Development Manager to attend County / Regional Board meetings and meet with club delegates.	2017 – 2021	Meet County Boards regularly	Coaching and Dev. Manager / Dev. and Marketing Officer
Improve the standard of PPUI clubs.	Full audit of course and club facilities to be carried out of all clubs.	Q. 4 2021	Audit completed and results furnished to NEC (club to receive their specific report)	Technical Officer
	Introduce a grading system to quantify the capabilities of clubs to host competitions and championships.	Q. 3 2018	Grading system introduced	Technical Officer
	Publish criteria for hosting National and Provincial Championships	Q. 3 2018	Criteria published	Technical Officer / Competitions Co-ordinators
	Review annually, refresh and publish criteria for hosting National and Provincial Championships	Q. 3 2019 and annually	Criteria reviewed and published	Technical Officer / Competitions Co-ordinators
Support clubs in recruitment and training of volunteers	Produce volunteer recruitment handbook.	Q. 4 2019	Handbook produced and available	Coaching and Dev. Manager / Dev. and Marketing Officer
Support Pitch and Putt greenkeepers	PPUI and its Greenkeeping educational partner GCSAI to offer at least 1 Pitch and Putt specific Greenkeeping Training Seminar per annum	2017 – 2021	Seminars organised and completed	Coaching and Dev. Manager / Technical Officer
Maximise income from Registration fees	Registration fee structure to remain unchanged but rule relating to clubs registering all members to be highlighted during club visits and then rigorously monitored and enforced.	2017 – 2021	All club members registered with PPUI	Hon. Registrar / NEC
Educate clubs in Guidelines for Protection of Children in Sport	Continually review, update and implement latest Guidelines directed by Sport Ireland	2018 – 2021	Guidelines reviewed, updated and implemented	President



## Strategic Action Area 3

### Membership / Participation

After a period of decline the membership of PPUI clubs has stagnated for a year or two, but the data shows that clubs are continually attracting new people to the sport and at the same time losing existing members in equal numbers. This plan aims to take several approaches to try and recover the membership numbers including targeted approaches to attracting specific demographics including juveniles, third level students and ladies.

The targeting of non-affiliated courses to become part of the PPUI can also see an increase in the number of people participating in the sport and increase the geographical spread of PPUI affiliated clubs. A specific strategy for targeting these clubs is to be developed.

In the past number of years there have been various attempts to introduce a “third club rule”. Different motions were defeated at con-

vention following varying opinions on the ruling being discussed. This plan encourages a considered discussion on the matter through the NEC engaging directly in the topic and providing unbiased facts in the pros and cons of changing the rule allowing the membership base to get all the facts on the implication of making a rule change or leaving it as is.

#### **Key Performance Indicators**

1. PPUI to develop a specific strategy for approaching non-affiliated Pitch and Putt courses.
2. PPUI to develop new and maintain current links to Primary Schools, Secondary Schools and Third Level Institutions through targeted programmes.
3. PPUI to see an increase in the numbers of ladies playing Pitch and Putt and an increase in the number of ladies participating in Provincial and National Championships.
4. NEC to produce document detailing the pros and cons of the so-called “three club rule”.





OBJECTIVES	ACTIONS	TIMELINE	MEASUREMENT	RESPONSIBILITY
Develop a clear strategy for approaching non-affiliated courses	Carry out a pilot programme of dialogue with non-affiliated courses to inform strategy.	Q. 2 2018	Pilot programme complete	Coaching and Dev. Manager / Dev. and Marketing Officer
	Develop and regularly update strategy for approaching these clubs showing clearly defined benefits of joining PPUJ	Q. 3 2018 – 2021	Strategy developed and regularly updated	Coaching and Dev. Manager / Dev. and Marketing Officer
Create better links between clubs and Primary schools	Annual review of Primary Schools programme with a view to determining effectiveness of programme in developing participation.	2017 – 2021	Review completed. Results published and findings actioned	Coaching and Dev. Manager / Dev. and Marketing Officer
	Clubs to be encouraged to have greater involvement in roll out of Primary schools programme.	2017 – 2021	Annual review of clubs chosen. Evaluate effectiveness.	Coaching and Dev. Manager / Dev. and Marketing Officer
Continue to promote Pitch and Putt at Secondary Schools through the Secondary Schools Competition	Host Annual Provincial and National Championships for Secondary Schools	2018 - 2021	Championships organised and conducted.	Coaching and Dev. Manager / Competitions Co-ordinators / Youth Officer
	Annual review of the competition with specific focus in year 1 on change of date.	Q. 1 2019	Review completed and published	Coaching and Dev. Manager / Competitions Co-ordinators / Youth Officer
Increase awareness and opportunities for Pitch and Putt at third level	Introduce an individual competition open to members and non-members	Q. 2 2019	Competition introduced and impact assessed.	Coaching and Dev. Manager / Competitions Co-ordinators
Increase the exposure and public awareness of Pitch and Putt in the Community while improving participation possibilities for local groups	Work in conjunction with Local Sports Partnerships, Age Action Groups, ICA, Active Retirement, Men's Shed, Parents Associations etc. to promote Pitch and Putt participation	2017 – 2021	Engage in discussions and publish report on activities	Coaching and Dev. Manager / Dev. and Marketing Officer
Increase number of females participating in Pitch and Putt	Target six clubs to participate in Pilot Programme	Q. 1 2019	Clubs identified. Pilot programme complete and report published.	Coaching and Dev. Manager / Dev. and Marketing Officer
Increase number of juveniles participating in Pitch and Putt	Review lowering of age limit for registration	Q. 4 2018	Review complete and recommendations published	Youth Officer
Re-examine rules relating to hole distances and number of clubs permitted to be used	Document the pros and cons of changing the rules regarding hole distances and number of clubs permitted to be used.	Q. 4 2017	Document published	Hon. Secretary
	Consider/Prepare motions for Convention based on the findings	Q. 1 2018	Motions prepared if required	Hon. Secretary



## **Strategic Action Area 4**

### **Championships / Competitions**

In a correlation to the drop-in membership in the recent past and the membership stagnation in the past year or two the PPUI has also seen a drop in the number of people entering Provincial and National Championships with the future of some of these long-standing events at stake. The PPUI need to be offering the best venues, the best facilities and relevant competition formats. In its desire for improvement, the PPUI will carry out a review of its Championships to ensure that continuous improvement is evident.

As an integral member of FIPPA / EPPA, the PPUI should be encouraging all players to participate at international events. PPUI members should be able to easily find information on international events on the PPUI website. The PPUI should ensure that Ireland are competitive at International team events ensuring that the best players are afforded the opportunity to represent their country in European and World

Championships.

Increasing the number of Ladies and Juveniles participating in competitions is imperative as numbers for both demographics are at an all-time low. The PPUI commits to hosting the Ladies Social event on an annual basis to encourage participation in other Provincial and National events. The closing dates for Juvenile competitions are to be reviewed to ensure that all Juveniles are afforded the opportunity to compete.

#### **Key Performance Indicators**

1. A review process for Provincial and Nation-

al Championships to be implemented.

2. Provincial and National Championships to be awarded to clubs based on a specific set of criteria.
3. PPUI to send a national team to events in 2018 and 2020 and to actively promote FIPPA/EPPA events and those of their affiliates.
4. PPUI to re-launch ladies social event in 2018 and 2019 and to examine the most suitable time of year for this event. Closing dates for Juvenile competitions to be examined to maximise participation.





OBJECTIVES	ACTIONS	TIMELINE	MEASUREMENT	RESPONSIBILITY
PPUI Provincial and National Championships to be run effectively and efficiently	An annual review of Championships / Competitions to be carried out immediately after each championship with the focus to be on continuous improvement. <b>Appendix 2</b>	2017 -2021	Reviews completed and actions implemented	National Competitions Co Ordinator / Provincial Competitions Co Ordinators
PPUI to have specific list of courses that Provincial / National Championships will be awarded to	Allocate Provincial and National Championships and competitions based on grading system	Q. 2 2019	Championships and competitions allocated using grading system	Technical Officer / NEC
PPUI to encourage participation at International events	PPUI to send teams to participate in European Team Championships in 2018 and World Cup in 2020	2018 – 2020	Teams selected and participating	NEC / Team management
	Create a specific section on the PPUI website dedicated to International Pitch and Putt in order to increase awareness of and promote international events	Q. 1 2018	Section set-up and updated regularly	Hon. Secretary / Office staff
	Ensure all entries for international opens and events are routed through PPUI Office.	2018	Process communicated and implemented	Hon. Secretary / Office staff
Encourage participation in domestic opens	Ensure that fixtures calendar on PPUI website is complete and up to date	2017 – 2021	Maintain up to date calendar	Hon. Secretary / Office staff
	Ensure website upgrade optimises upload of fixtures / supporting documentation	Q. 2 2019	System implemented and operating effectively	Hon. Secretary / Office staff
Increase number of females participating in competitive Pitch and Putt	Examine benefits of hosting ladies' social events	Q. 2 2019	Events hosted. Report prepared and actioned	Ladies Sub-Committee / NEC
Increase number of juveniles participating in competitive Pitch and Putt	Re-examine Closing dates and Event dates for Juvenile Championships	Q. 1 2018	Closing dates and Event dates examined an amended if required	Youth Officer / National Competitions Co Ordinator / Provincial Competitions Co Ordinators



## **Strategic Action Area 5**

### **Coaching / Training**

The PPUI commits to developing and supporting Pitch and Putt coaches in this plan. In order to set realistic targets and identify areas that need support it is important to carry out a survey of our current coaches to determine their activity levels, to ensure the playing population are aware of coaches in their clubs, to determine the need for CPD courses, where to hold them and much more. In order to support Pitch and Putt coaches the PPUI need a minimum of 5 active coach tutors in their network. This will ensure that when a coaching course is set at the start of the year as part of the PPUI calendar, it is not at risk of being cancelled due to a tutor being unavailable.

The last Strategic Plan called for a review of the PPUI Handicap System, which was carried out and a new online handicap system was introduced. The PPUI need to ensure that education and training is available to all clubs in relation to

the operation of the PPUI National Handicap System.

PPUI Provincial and National Championships place a lot of pressure on NEC Officers who organise and manage these championships. The need for a network of rules officials / referees to be developed is evident. By having rules officials at competitions, some of the work load can be taken off the officers. People who have received training on the PPUI Rules of Play can ensure that fair and unbiased decisions are made.

#### **Key Performance Indicators**

1. The PPUI to have 5 active coach tutors by 2020.
2. Update the database of PPUI Level 1 coaches with a survey and publish the results to the wider membership.
3. Support active coaches with CPD course and updating of coaching materials and information.
4. Develop and roll out a training programme for the PPUI National Handicap System.
5. Develop a framework for rules officials,

train to an acceptable standard a panel of officials and utilise at Provincial and National Championships.





OBJECTIVES	ACTIONS	TIMELINE	MEASUREMENT	RESPONSIBILITY
Have 5 Active Coach Tutors by end of 2020	PPUI to target individuals for involvement on Coach Tutor pathway. Criteria for selection to be publicised for anyone to make themselves available for selection.	Q. 4 2020	5 Tutors in place	Coaching and Dev. Manager / Dev. and Marketing Officer
Establish up to date database of Level 1 coaches	Survey to be carried out of all coaches currently in database with a view to determine continuing interest	Q. 1 2018	Survey complete	Coaching and Dev. Manager / Dev. and Marketing Officer
	Use survey result to inform further strategy regarding coach targets	Q. 1 2019	Survey results published and actioned	Coaching and Dev. Manager / Dev. and Marketing Officer
Ensure that members are aware of coaches in their locality	Publish survey results to wider membership and make them aware of "Active" coaches	Q. 1 2018	Survey results communicated	Coaching and Dev. Manager / Dev. and Marketing Officer
Have up to date coaching materials available for coaches	Update coaching flyers, posters and video emphasising "Sport for all" aspect of Pitch and Putt	Q. 4 2018	Flyers, posters and video updated	Coaching and Dev. Manager / Dev. and Marketing Officer / Communications and Press Officer
Support active PPUI coaches in the development of their coaching skills	Develop (in partnership with Coaching Ireland) and run specific CPD course for Level 1 coaches	Q. 4 2019	Develop and set dates for courses	Coaching and Dev. Manager / Dev. and Marketing Officer
Have a structured calendar of Level 1 Coaching courses	Set out coaching courses for the year as part of developing competition calendar	2018 – 2021	Dates for courses set as part of Fixtures Calendar	Coaching and Dev. Manager / Dev. and Marketing Officer / NEC
Develop training programme for Handicap System	Publish a Steps Document / procedural guide and Update as required	Q. 1 2018	Document updated and published	Hon. Registrar
	Handicap system seminars to introduce procedural guide	Q. 4 2019	Seminars organised and conducted	Hon. Registrar
	Update online videos to take account of system changes and enhancements	Q. 1 2018	Online videos updated and posted	Hon. Registrar / Communications and Press Officer
Have a panel of qualified rules officials/referees to officiate at provincial and national championships	Develop a training framework for rules officials/ referees	Q. 2 2018	Framework developed	Coaching and Dev. Manager / Dev. and Marketing Officer
	Train and qualify a panel of rules officials/ referees	Q. 2 2019	Training and assessment completed	Coaching and Dev. Manager / Dev. and Marketing Officer
	Utilise panel of qualified rules officials/ referees at provincial and national championships	Q. 1 2020	Panel operational at provincial and national championships	Coaching and Dev. Manager / Dev. and Marketing Officer



## Strategic Action Area 6

### Marketing / Communication

In the last and the current Strategic Plan, the PPUI recognises the need to increase the use of technology in its day to day operations and despite many improvements and advances in this area, there are always ways to better utilise technology. The PPUI website while functional and useful for clubs and members should also be a tool for development. People looking to find out more about our sport should be able to find all

the information they need in one place and at their convenience.

The PPUI need to improve the promotion and exposure of their National Championships especially at a local level and the need to return to utilising local radio stations to do this is imperative. The PPUI have also had recent competitions recorded for National TV and are eager to ensure that this is done on an annual basis.

Social media platforms for communicating the PPUI's message and promoting our sport needs to have a cohesive approach so PPUI com-

mits to developing a specific social media policy and to implement this policy in the coming years.

#### **Key Performance Indicators**

1. Establish a sub-committee with their sole focus being the promotion of National Championships and liaising with key stakeholders, including PPUI / NEC, Host Clubs, Sponsors, Media etc, to achieve this objective.
2. Re-development of the PPUI website to ensure that current features for clubs remain but additional features are added to offer greater promotion of Pitch and Putt to all people.
3. PPUI to develop and implement a specific Social Media Policy to ensure that the message is clear and is getting to its target audience.
4. PPUI to develop a specific sponsorship package to attract long term partners to the sport and to ensure that sponsors receive appropriate promotion and exposure.





OBJECTIVES	ACTIONS	TIMELINE	MEASUREMENT	RESPONSIBILITY
Enhance promotion of specific PPUI National Championships	Establish a National Events Promotional sub-committee <b>Appendix 3</b>	Q. 2 2018	Sub-Committee established	Communications and Press Officer
Increase PPUI revenue and exposure through sponsorship	Develop a sponsorship package to bring to prospective sponsors. Target long term PPUI partnership deals rather than individual sponsors.	Q. 1 2020	Package developed and strategy in place	Dev. and Marketing Officer
	PPUI sponsors to have specific links and exposure on PPUI website	Q. 1 2018	Links and exposure in place	Dev. and Marketing Officer / Communications and Press Officer / Office staff
	PPUI sponsor(s) to be given appropriate promotion in PPUI Fixture book.	Q. 1 2018	Appropriate promotion in place	Hon. Secretary / Office staff
Develop a fit for purpose modern website for Pitch and Putt	PPUI to contract a company to develop a new PPUI website to improve administrative capability.	Q. 4 2019	New website functioning	President / Office staff
PPUI website to be a tool for promoting the game of Pitch and Putt	Website to have specific sections on Pitch and Putt promotion especially to non-members.	Q. 4 2019	Produce and publish content	Communications and Press Officer / Coaching and Dev. Manager
PPUI to have TV coverage of at least one National Championship per year	PPUI to contract company to create and market video of one National Championship every year	2017 – 2021	Coverage filmed	President / Communications and Press Officer
PPUI to increase coverage of Pitch and Putt on local radio	Targeting of local radio stations for coverage of National Championships	2017 – 2021	Strategy in place and implemented	Communications and Press Officer
Investigate potential use of generic e-mail address for club administrators	PPUI to examine advantages and disadvantages of this	Q. 4 2019	Report complete and findings actioned	President / Office staff
Maximise use of taglines / quotations to promote Pitch and Putt	Approach management companies of high profile individuals for use of media rights.	Q. 4 2018	Approaches made and actioned	Communications and Press Officer
PPUI to maximise opportunities provided by social media platforms	PPUI to develop a specific social media policy	Q. 2 2019	Policy devised and implemented	Communications and Press Officer
Ensure 100% delivery of PPUI Fixture Books	Examine cost efficient ways of delivering fixture books to ensure that all clubs receive their allocated quantity.	Q. 3 2018	Report published and actioned	Vice President / Office staff
Consider rebrand of the sport	Investigate potential rebranding options	Q. 4 2018	Rebrand complete and launched.	NEC



# Appendices

## *Appendix 1*

Working group to critically examine the following areas:

- No. of members required to form a club
- No. of clubs required to form a county board
- Viability of existing county boards (Review Process)
- Regionalization of county boards
- Voting representation at PPUI AGM

## *Appendix 2*

### **Championship Review evaluation topics (not exhaustive)**

- Format
- Logistics
- Event plan / coordination
- Venue
- Expense / viability
- Officer Rota
- Host Club involvement
- Order of Malta or Civil Defence or other medical facilities to be available
- Rules official's panel / rules card / Referees
- Use of technology
- Event marketing
- Review conducted within weeks of championship
- Scoreboard carriers
- Scorecards

## *Appendix 3*

Terms of reference for the Introduction of National Events Promotional sub-committee (not exhaustive)

- Showcasing of events
- Signage / posters / banners
- Sponsor boards
- Host town promotion / legacy
- Past champions photos
- Cost / budget available (realistic)
- Player announcements / post comp. interviews (replace speeches)
- Starters hut / starter introductions









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