

# STRATEGIC PLAN

2025 - 2029

# STRATEGIC PLANNING PROCESS

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A Chairde

Our new Strategic Plan for Pitch and Putt Ireland is built on the core values that define our sport. It is a result of the most comprehensive consultation and engagement process our sport has ever conducted, in capturing the insights and perspectives of a broad range of stakeholders from within and outside the pitch and putt community.

Guided by the Pitch and Putt Ireland National Executive Committee, this process included a detailed survey of players, extensive focus groups representing different aspects of our game, and a nationwide survey to gauge public opinion on the future of pitch and putt in Ireland.

Additionally, we engaged with key stakeholders within the wider sports sector, including Sport Ireland, and other governing bodies. We also worked closely with funding partners to ensure that our strategic direction aligns with best practices in governance and development.

The insights, ideas, and feedback gathered through this process have been instrumental in shaping this Strategic Plan.

# OUR VISION

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Our vision for Pitch and Putt Ireland encapsulates the essence of our sport: **'Pitch and Putt – A Sport for Everyone: Accessible, Enjoyable, and Lifelong.'**

The values of Pitch and Putt Ireland – Inclusivity, Accessibility, Community, and Progressiveness – are at the heart of this vision. Our sport welcomes individuals of all ages and backgrounds, fostering a sense of belonging and enjoyment.

# KEY FOCUS AREAS

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**To drive the sustainable growth and success of pitch and putt in Ireland, our strategy focuses on five key areas:**

- Securing the Future of Pitch and Putt – Ensuring the long-term sustainability and growth of the sport.
- Supporting Our Clubs and Players – Providing resources, guidance, and opportunities for clubs and members to thrive.
- Leading Our Organisation – Strengthening governance, transparency, and operational efficiency.
- Delivering Quality Events – Enhancing competition structures and tournament experiences for all levels.
- Developing Talent and Participation – Encouraging greater participation, especially among young people, women, and newcomers.

Through these focus areas, we have identified 18 strategic objectives that will be pursued through 76 specific actions over the next five years. The execution of these actions will be driven by annual Operational Plans, overseen by the National Executive Council.

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## A Plan for Growth and Inclusion

This strategic plan is ambitious and designed to elevate pitch and putt as a key recreational and competitive sport in Ireland. A particular emphasis is placed on increasing participation among young people, women, and underrepresented groups. Additionally, we are committed to upholding the highest standards of governance to ensure the integrity and effectiveness of our organisation. The physical and mental health benefits of pitch and putt have been widely acknowledged, and we have witnessed a surge in membership and participation. Our goal is to sustain and build upon this momentum to create an even stronger, more vibrant community for all who love the sport.

## Looking to the Future

Ireland is set to host major international sporting events in the coming years, presenting a unique opportunity to showcase and promote pitch and putt as a complementary sport. Ensuring that we maximize the positive impact of these events will be key to achieving our strategic goals. The formation of Pitch and Putt Ireland was rooted in the idea of unity – bringing together players, clubs, and stakeholders to work collaboratively for the betterment of our sport. This spirit of cooperation has been evident in our journey so far, particularly through the dedication of our volunteers who continue to be the backbone of our events and initiatives. The success of this Strategic Plan will rely on the collective effort of the entire pitch and putt community – NEC, Committees, County/Regional Representatives, Clubs, Players, Volunteers, Staff, and Partners. We invite everyone to play their part in turning this vision into reality.

Finally, we extend our heartfelt thanks to all those who participated in the consultation process and contributed to the development of this Plan. Together, we will shape a bright future for pitch and putt in Ireland.

# MISSION AND VISION

Irish communities connected by Pitch and Putt

Pitch and Putt Ireland exists to promote, develop and govern the sport in Ireland

## VALUES

### **The inclusive game:**

Family friendly sport for all

### **Strong Together:**

Strong Clubs = Strong Pitch & Putt Ireland

### **Governance that enables:**

Fair and safe for all

### **We foster fun:**

Focus on enjoyment through participation

## FOCUS AREAS

### **Club Development**

Strong Clubs = Strong Pitch & Putt Ireland

### **Visibility & Awareness**

Increase the profile of the sport - Pitch & Putt as the family friendly, community game for all

### **Younger Participants**

Increase the numbers playing the game, especially among youth and target populations, and ensure a quality experience within the sport

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A summary of the strengths, weaknesses, opportunities and threats, as determined by the strategic plan process, is provided below.

# SWOT ANALYSIS

## ■ STRENGTH

- Sport Ireland recognition and funding
- Strong financial reserves
- Good spread of clubs in ROI
- Competition/Championships structures

## ■ OPPORTUNITIES

- Appointment of new CEO
- Family friendly game (whole family can play together)
- Accessibility of the sport
- Recognition and potential funding from Sport NI Partnerships with other sports/NGBs

## ■ WEAKNESS

- Staffing capacity (1.5 staff)
- Promotion of the sport to date
- Volunteer reliance

## ■ THREATS

- Ageing membership
- Increased regulation and expectation by stakeholders e.g. Governance Code for Sport compliance
- Cost of facility/course maintenance and environmental sustainability

# CLUB STRENGTH

## STRATEGIC PILLAR ONE

Strong clubs are the backbone of a thriving Pitch and Putt community. By focusing on providing robust support to clubs across the country, we aim to enhance their organisational capacity, improve facilities, and foster growth at the grassroots level. A well-supported club leads to a stronger network, increased participation, and ultimately a more vibrant Pitch and Putt Ireland. This objective will ensure that our clubs are not only sustainable but also well-positioned to inspire future generations of players and contribute to the ongoing success of the sport nationwide



# Strategic Objective 1: Club Support and Other Structural Development

Strong Clubs = Strong Pitch and Putt Ireland

1	Key Strategic Initiatives	Target	Timing	Responsibility
1.1 Club Network	<ul style="list-style-type: none"><li>Complete a stocktake of club status, membership and operations</li><li>Complete a mapping exercise to capture and categorise existing clubs</li><li>Promote clubs and courses via a "find a club/course" directory on the Pitch and Putt website</li><li>Establish a regular forum for club engagement btw staff and club committees</li><li>Conduct a planning exercise to identify both gap areas where there are no clubs, and where there exists potential to establish additional Pitch and Putt affiliated clubs.</li><li>Develop and implement a club marque accreditation scheme and development manual for Pitch and Putt Ireland to support, manage and lead the sport through its affiliates.</li><li>Establish a reward and recognition scheme for clubs e.g. annual awards and funding bursaries.</li><li>Develop a strategic approach to identifying and affiliating any non-affiliate clubs or commercial courses.</li></ul>	<ul style="list-style-type: none"><li>Strengthened Clubs and increased engagement btw NEC/Pitch and Putt HQ and clubs (measured by annual survey)</li><li>Establish 5 new clubs in targeted areas, including NI, by 2028</li><li>Conduct an annual survey of clubs, measure their satisfaction and aim to improve this measure during the life of the plan.</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li><li>2028</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li><li>CEO (NEC)</li><li>CEO (NEC)</li></ul>
1.2 Internal Communication Systems and Structures	<ul style="list-style-type: none"><li>Ensure a "one platform" member and club member database is maintained and tracked via an appropriate system</li><li>Ensure two -way communication on club queries with responsive service Develop and implement an annual communications plan that includes a regular (e.g. monthly) newsletter to all members and stakeholders</li><li>Provide regular club forums for Pitch and Putt community to gather, share knowledge and provide feedback to NEC and staff/contractors.</li><li>Ensure a sustainable approach to human resourcing by producing an annual operations and resourcing/HQ staffing plan annually to deliver against the strategic actions and targets in this plan.</li></ul>	<ul style="list-style-type: none"><li>Complete an annual member survey and achieve ongoing improvement in member satisfaction scales for the life of the plan</li><li>The member database is installed for 2025 and can be used as a measurement tool for participation metrics.</li><li>Cascaded Operational Plans are developed in Oct -Dec annually for the following year – for the life of the plan</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li><li>2025</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li><li>CEO (NEC)</li><li>CEO (NEC)</li></ul>
1.3 Competition and Championship Structures	<ul style="list-style-type: none"><li>Capture annual events and program structure into one calendar summary format on the website for consolidation/reference of all clubs and members</li><li>Ensure the annual calendar is published prior to season commencing for transparency and planning purposes.</li><li>Complete a review of competition and championship structures</li></ul>	<ul style="list-style-type: none"><li>Capture baseline competition and championship participation in 2025</li><li>Seek to increase overall competition participation by 10% year on year for the life of the plan</li></ul>	<ul style="list-style-type: none"><li>2025 ongoing</li><li>2025 ongoing</li><li>Review of Structures completed by 2027</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC via Competition Committee)</li><li>CEO (NEC)</li><li>Committee and CEO (NEC)</li></ul>

# Strategic Objective 1: Club Support and Other Structural Development

Strong Clubs = Strong Pitch and Putt Ireland

1.1	Key Strategic Initiatives	Target	Timing	Responsibility
1.4 Governance	<ul style="list-style-type: none"><li>Review National Constitution and roles of Regional, county Board and Clubs in "One Sport" Model and adopt amendments necessary to ensure the sport is governed in line with best practice</li><li>Conduct Regular Governance Training for NEC and regional committees</li><li>Maintain Compliance with the Governance Code for Sport</li><li>Ensure a commitment to sustainability and sustainable practice within all Pitch and Putt operations – in alignment with broader societal expectations .</li></ul>	<ul style="list-style-type: none"><li>New Constitution and governing documents approved by wider membership by 2026.</li><li>Governance Code Compliance maintained with Sport Ireland for the life of the plan, and achieve upgrade to Category C classification by 2026</li><li>Deliver 1 -2 targeted biodiversity projects per annum for the life of this plan</li><li>Complete a sustainability audit to determine and ensure best practice by clubs, courses and the wider organisation</li></ul>	<ul style="list-style-type: none"><li>2026</li><li>Ongoing</li><li>2026</li><li>2025 ongoing</li><li>2027</li></ul>	<ul style="list-style-type: none"><li>NEC supported by CEO</li><li>NEC supported by CEO</li><li>NEC supported by CEO</li><li>CEO (NEC)</li><li>External Consultant (CEO)</li></ul>
1.5 Partnerships	<ul style="list-style-type: none"><li>Explore mutually beneficial partnership s with other governing bodies of sport with likeminded needs/facilities e.g. Golf Clubs, Bowls, Croquet</li><li>Explore and implement advantageous working relationships with other partners – e.g. in the sustainability and diversity spaces e.g. Sporting Pride</li><li>Seek and achieve recognition status through Sport NI</li></ul>	<ul style="list-style-type: none"><li>Achieve Sport NI Recognition Status</li><li>Implement 5 strategic partnerships governed by an MOU in 2025 and two every year thereafter for the life of the plan</li></ul>	<ul style="list-style-type: none"><li>2025</li><li>2025 Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO</li><li>CEO (NEC)</li></ul>
1.6 Key Volunteer Personnel	<ul style="list-style-type: none"><li>Deliver Programs and other supports to maintain and increase the number of active accredited coaches available to members of the Pitch and Putt community</li><li>Deliver Programs and other supports to maintain and increase the number of active volunteers e.g. administrators and officials, available to members of the Pitch and Putt community</li><li>Deliver Programs and other supports to maintain and increase the number of accredited child safeguarding tutors and personnel within the Pitch and Putt Ireland community.</li></ul>	<ul style="list-style-type: none"><li>Establish a baseline of volunteer numbers – both nationally and within clubs and aim to increase these numbers consistently (e.g. by 10%/annum for the life of the plan)</li><li>Track the number of active accredited coaches in the PP&amp;I community and ensure an appropriate number for the size of membership is maintained (exact targets to be agreed annually).</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li><li>CEO (NEC)</li></ul>



# VISIBILITY & AWARENESS

## STRATEGIC PILLAR TWO

To grow and sustain Pitch and Putt as a popular sport, it's essential to raise its profile and increase public awareness. By promoting Pitch and Putt as a family-friendly, community-oriented game, we aim to attract a broader audience, from young children to adults of all ages. This strategic objective focuses on showcasing the sport's accessibility, fun nature, and health benefits, positioning it as the ideal activity for fostering connections and creating lasting memories. Through targeted marketing, partnerships, and community engagement, we will ensure that Pitch and Putt becomes a recognized and celebrated sport nationwide.

# Strategic Objective 2: Visibility and Awareness

Increase the profile of the sport – Pitch and Putt as the family friendly, community game for all

2	Key Strategic Initiatives	Target	Timing	Responsibility
2.1 Promote the sport and its benefits	<ul style="list-style-type: none"><li>Complete "light touch" brand identity exercise to ensure consistent "look and feel" across the sport.</li><li>Develop a "brand guide/style" document for Pitch and Putt Ireland and ensure it permeates all communications on all channels (focus on organisational values)</li><li>Develop and make available stock imagery and content that presents the sport in a positive and relatable manner</li><li>Annually, develop an agreed Communications Content Plan for the Pitch and Putt Ireland website and social media, and plan scheduled promotions, communications and messaging quarterly in advance.</li><li>Establish Baseline social media and website analytics (set KPIs for future)</li><li>Maintain strong relations with FIPPA (the international governing body) to ensure Pitch and Putt Ireland is represented effectively in the international context.</li></ul>	<ul style="list-style-type: none"><li>Pitch and Putt Ireland is presented professionally and consistently and there is a greater awareness of the sport and its benefits</li><li>Promotion Guide and image gallery/assets are available for all in the Pitch and Putt community e.g. club PROs, staf</li></ul>	<ul style="list-style-type: none"><li>2025 Ongoing</li><li>2025</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li><li>CEO (NEC)</li></ul>
2.2 Website	<ul style="list-style-type: none"><li>Conduct Baseline Audit of website analytics</li><li>Review/Refresh website for content accuracy and enhanced user experience</li><li>Establish the Pitch and Putt Ireland Website as "single source of truth" – with social media, newsletter and other communications all directed to it</li><li>Ensure linkage and consistency to club and other association sites</li></ul>	<ul style="list-style-type: none"><li>Set and achieve a significant uplift target (e.g. 25%+ in year one, and 10% thereafter) for website traffic.</li></ul>	<ul style="list-style-type: none"><li>2025 Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li></ul>
2.3 Social Media	<ul style="list-style-type: none"><li>Identify Target Channels to Employ e.g. Facebook, X, TikTok</li><li>Ensure linkage and consistency to club and other association sites</li><li>Establish network with club PROs or equivalent with protocols for sharing/tagging of content to increase reach of the sport – conduct training to ensure brand consistency.</li></ul>	<ul style="list-style-type: none"><li>Launch social media presence by end 2024</li><li>Following baseline establishment - Ensure continued steady increases in followers and interaction metrics through the life of the plan.</li></ul>	<ul style="list-style-type: none"><li>2025 Ongoing</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li><li>CEO (NEC)</li></ul>

# Strategic Objective 2: Visibility and Awareness

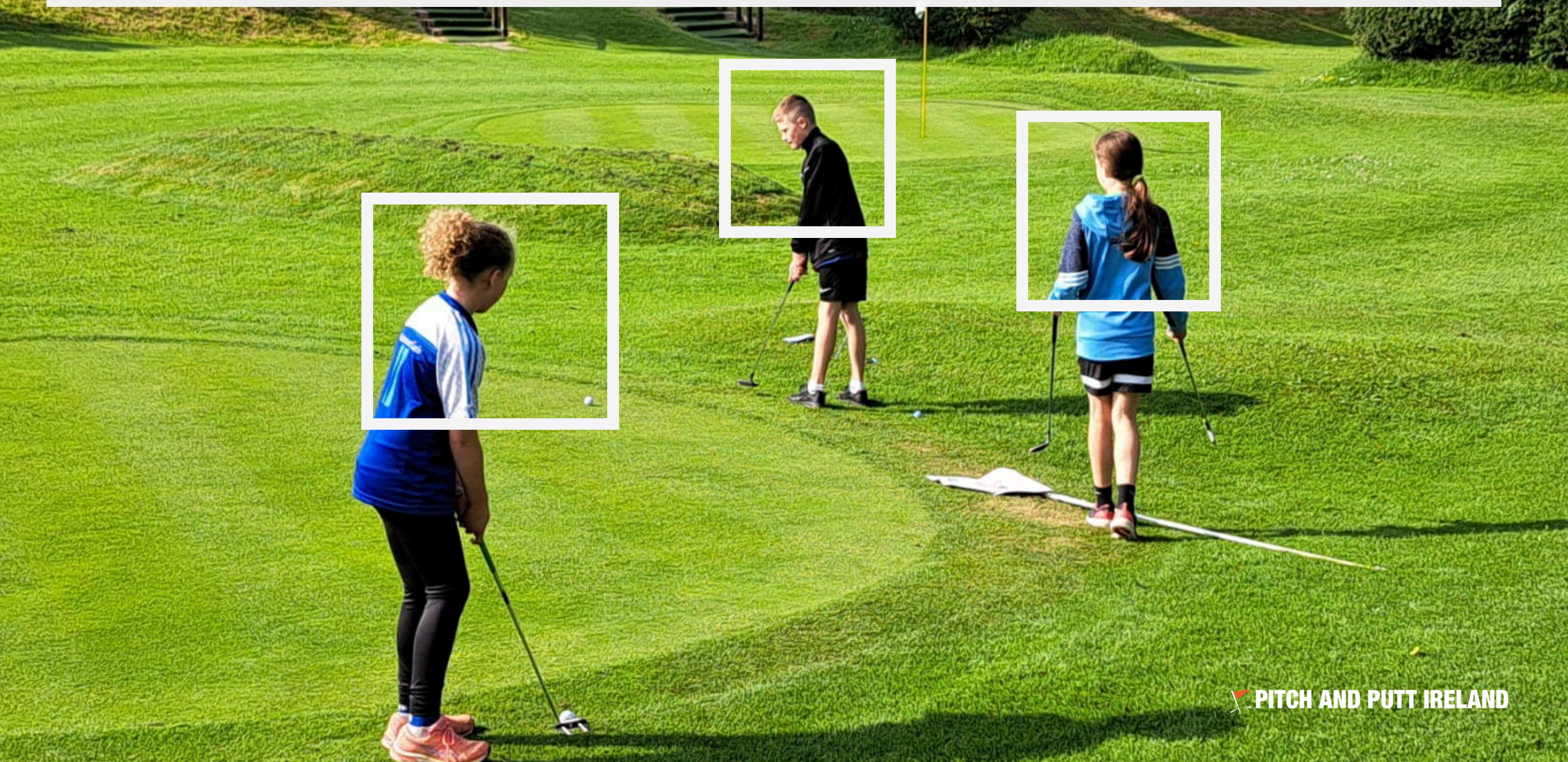
Increase the profile of the sport – Pitch and Putt as the family friendly, community game for all

2	Key Strategic Initiatives	Target	Timing	Responsibility
2.4 Traditional Media	<ul style="list-style-type: none"><li>Establish process to write and send regular press releases RE international representatives &amp; visiting teams, national events and local interest stories.</li><li>Establish links with local/regional and national media and maintain contact database</li><li>Link club/regional volunteer PROs into network sending/receiving media updates</li></ul>	<ul style="list-style-type: none"><li>Achieve increased media coverage on an annual basis – exact target measures to be determined year on year</li></ul>	<ul style="list-style-type: none"><li>2026 Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li></ul>
2.5 Promotional Events & Opportunities	<ul style="list-style-type: none"><li>Seek opportunities to promote the sport via "one -off" program/activities from clubs, councils, funding bodies or other entities e.g. Sport Ireland campus.</li><li>Consider targeted promotional campaigns around program or competition activities where a large audience impact can be achieved. (See also Targeted Inclusion Populations at 3.6</li></ul>	<ul style="list-style-type: none"><li>Deliver 8 -10 promotional "showcases" per year. I.e. tangible examples of media coverage achieved for the sport, presenting it in keeping with the above brand/style guidelines.</li></ul>	<ul style="list-style-type: none"><li>2025 Ongoing</li></ul>	<ul style="list-style-type: none"><li>Dev Officer Or CEO (NEC)</li></ul>
2.6 Livestream and Broadcast Exploration	<ul style="list-style-type: none"><li>Continue to explore livestream broadcast presentation of select national level games to test audience appetite and coverage process</li><li>Explore Facebook Live or YouTube coverage of select Pitch and Putt competition/activity as a pre -cursor to more traditional coverage options.</li></ul>	<ul style="list-style-type: none"><li>1 -2 targeted projects per annum from 2026 for the life of the plan</li><li>A regular coverage platform is identified and developed by 2028</li></ul>	<ul style="list-style-type: none"><li>2026 Ongoing</li><li>2028</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li><li>CEO (NEC)</li></ul>
2.7 Sponsorship	<ul style="list-style-type: none"><li>Conduct a commercial review of assets and properties and assign market value to these</li><li>Develop a sponsorship structure with tiered offerings at various levels and across national programs of the sport.</li></ul>	<ul style="list-style-type: none"><li>A compelling sponsorship prospectus is developed by 2026 and sponsorship and commercial revenue valued at 5% of overall turnover is achieved by 2027</li></ul>	<ul style="list-style-type: none"><li>2026/2027</li></ul>	<ul style="list-style-type: none"><li>External consultant/ contractor (CEO)</li></ul>

# CHILDREN & YOUTH

## STRATEGIC PILLAR THREE

By increasing participation among youth and target populations, we aim to ensure more young people are introduced to Pitch and Putt. At the same time, we will prioritize providing a high-quality, engaging experience that fosters a love for the sport and encourages long-term involvement



# Strategic Objective 3: Children and Youth

Increase the numbers playing the game, especially among youth and target populations, and ensure a quality experience within the sport

3	Key Strategic Initiatives	Target	Timing	Responsibility
3.1 Targeted Youth Engagement Activities/Programs	<ul style="list-style-type: none"><li>Pilot, Develop and Implement a Family focused program/s that can be run nationally and by clubs to encourage current members to introduce their children to Pitch and Putt.</li><li>Conduct a series of “Voice of the Young Participant” consultations to capture the needs, wants and views of young Pitch and Putt players</li></ul>	<ul style="list-style-type: none"><li>10-12 Family Program initiatives delivered nationally from 2025 for the life of the plan</li><li>The percentage of Pitch and Putt Ireland members under 30 is increased by 10% by 2027</li><li>Pitch and Putt Ireland achieves a 10-15% conversion rate from targeted programs into membership</li></ul>	<ul style="list-style-type: none"><li>2025 ongoing</li><li>2027 ongoing</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>Dev Officer Or CEO (NEC)</li><li>CEO (NEC)</li><li>Dev Officer CEO (NEC)</li></ul>
3.2 Come and Try Sessions	<ul style="list-style-type: none"><li>Pilot a series of come and try sessions/programs in partnership with clubs (these may be done in partnership with sponsors, councils or other likeminded groups)</li><li>Further develop and refine a national resource for clubs to utilise when introducing newcomers to the sport.</li></ul>	<ul style="list-style-type: none"><li>Conduct a program of 6-8 come and try activities nationally</li><li>By 2026, all clubs to have an established program of “come and try” sessions running regularly.</li><li>A 10-15% conversion rate into membership is achieved across all come and try programs.</li></ul>	<ul style="list-style-type: none"><li>2025 ongoing</li><li>2026 ongoing</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>Dev Officer CEO (NEC)</li><li>Dev Officer CEO (NEC)</li><li>Dev Officer CEO (NEC)</li></ul>
3.3 Linking Schools Programs to Clubs	<ul style="list-style-type: none"><li>Continue development of school affiliation and pilot Transition year programs</li><li>Further develop and refine a national resource for clubs to utilise as a follow - on transition from school programs</li></ul>	<ul style="list-style-type: none"><li>3 x pilot programs in 2025 and each year for the life of the plan</li><li>By 2028, each club has an identified partner school in their region, with feeder TY programs running</li><li>30 post primary school affiliations in 202 5 increase d to 40 in 2027 and 45 in 2029 with established club &lt; &gt; school links</li><li>A 10 -15% conversion rate into membership is achieved across all come and try programs</li></ul>	<ul style="list-style-type: none"><li>2025 ongoing</li><li>2028</li><li>2027/2029</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>Dev Officer CEO (NEC)</li><li>Dev Officer CEO (NEC)</li><li>Dev Officer CEO (NEC)</li><li>CEO (NEC)</li></ul>
3.4 Targeted Equity, Diversity & Inclusion Initiatives	<ul style="list-style-type: none"><li>Actively seek opportunities to provide Pitch and Putt programs and activities to targeted population groups</li><li>Seek partnership opportunities and collaborations with disability and advocacy groups to diversify the range of people playing Pitch and Putt . (linked to Partnerships 1.5 above)</li></ul>	<ul style="list-style-type: none"><li>Pilot at least 2 inclusion initiatives in 2025</li><li>By 2026, have an established program/set of programs welcoming new participants to the sport on a regular basis.</li></ul>	<ul style="list-style-type: none"><li>2025</li><li>2026</li></ul>	<ul style="list-style-type: none"><li>Dev Officer CEO (NEC)</li><li>Dev Officer CEO (NEC)</li></ul>

# Strategic Objective 3: Children and Youth

Increase the numbers playing the game, especially among youth and target populations, and ensure a quality experience within the sport

3	Key Strategic Initiatives	Target	Timing	Responsibility
3.5 Corporate and Societies	<ul style="list-style-type: none"><li>Pilot non -traditional membership types in 2025 to broaden the participation types within the sport</li><li>Seek to create Corporate and/or Societies Leagues and Competitions to drive engagement by these non - traditional membership types.</li></ul>	<ul style="list-style-type: none"><li>Achieve a 10 -15% uplift in membership from new member types during the life of the plan</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li></ul>
3.6 Overall Participation Capture	<ul style="list-style-type: none"><li>Develop a culture within the sport of consistent data capture, such that decisions, resource allocation and day to day operations are well informed by evidence and data insights.</li><li>Provide an annual membership and activity report to the National Convention as well as broader funding stakeholders capturing key membership metrics and trends.</li></ul>	<ul style="list-style-type: none"><li>• Achieve a consistent 10% increase across all membership for the life of the plan</li><li>Set annualised targets to address any imbalances in participation/membership figures (e.g. address under -representation of certain groups).</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>CEO (NEC)</li><li>CEO (NEC)</li></ul>



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