

RAISING OUR GAME

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The Strategic Plan for England Golf 2014-2017



ENGLANDGOLF

Raising Our Game - The Strategic Plan for England Golf 2014-2017

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Foreword

Golf is big business and makes a contribution of £3.4 billion per annum to the English economy. Golf also occupies an important position in the English sporting landscape. It is the fifth largest participation sport in the country with around 650,000 members belonging to one of 1,900 plus golf clubs. Our structure of volunteers and paid staff at club, county and national level is the envy of many other sports. England has a rich golfing history and heritage and our top amateur players continue to excel and compete successfully against the best players in the world. Golf is enjoyed by men, women, boys and girls of all ages and abilities – it is truly a game for all, a game for life.

Like many other sports in England, golf faces some serious challenges. As a result of a combination of circumstances - a challenging economy, lifestyle changes and a shifting competitor and consumer landscape - the number of golf club members has been declining since 2004. This in turn has put a financial strain on many golf clubs that are reliant on membership income. Overall participation in golf has also been declining steadily since 2007 due to lifestyle shifts and competition from other sports. These trends are significant, we ignore them at our peril and this strategy sets out ways to address these challenges.

There are some positive opportunities. An estimated 2.8 million people are playing golf at least once a year. Of these 1.15million are playing at least once a month and of these 750,000 play weekly. Sport England estimates that there are around 830,000 people who do not yet play golf but who have an interest in taking up the game.

The number of club members is declining and in 2014 this will be around 675,000, but the number of people playing golf independently and outside of club membership is around 2 million.

With these opportunities and challenges in mind, we set out to consult widely in the development of this strategy, which now accurately reflects the clear and consistent messages we heard throughout the process. The strategy outlines the challenges but also sets out how the many stakeholders within England Golf and the many local and national partners may work together over the next few years, to strengthen and develop golf in England. The frameworks for action for clubs, counties and England Golf nationally also emerged through the consultation process and the recommendations are intended to provide a starting point for those organisations which produce their own development plans.

This strategy seeks to harness the energy, enthusiasm and commitment of all those individuals and organisations who wish to play their part in raising our game and building an even brighter future for golf in England. We look forward to working with you all in the months ahead.

David Joy, CEO England Golf

Graham Yates, Chair England Golf

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Purpose

Inspiring lifelong involvement in golf

Vision

England Golf at the heart of a network of partners, empowering and supporting a thriving community of golf facilities and golfers and widely recognised as being a forward thinking and successful organisation

Ambitions for 2017

- To increase the number of people who play golf at least once a week from the baseline of 750, 000 in 2014 to 910,000* by March 2017
- To reverse the decline in club membership which has been occurring annually since 2005 and stabilise club membership at the July 2014 level of 675,000 members
- To strengthen the talent development pathway from club to national level, leading to even more international success for English players
- To improve communications, governance and partnerships at all levels within England Golf

** 910,000 people playing golf at least once a week is a target agreed with Sport England as part of the England Golf Partnership Whole Sport Plan 2014-2017. The target within this strategy will reflect the agreement with Sport England and may be subject to change*

WHY WE NEED THIS STRATEGY

England Golf is a large and complex organisation, involving hundreds of independent stakeholders (clubs, county organisations, local and national partners), a growing paid workforce and around 40,000 volunteers. In 2004, many of the 1900 golf clubs in England had full memberships and waiting lists, but now following a decade of social change and economic challenges, golf club membership has declined by around 180,000 members and golf is being consumed in many different ways. The number of independent golfers playing regularly now exceeds the number of golf club members by a ratio of 3 to 1. This is seriously challenging both the economy and the culture of many golf clubs in England.

The headline challenges facing England Golf as a whole are summarised below. Whilst some clubs are thriving and others have no need to change, most within the game are agreed that to do nothing is not an option. There are challenges which need to be addressed. Success will require coordinated action at club, county and national level.

Frameworks for action have been developed to encourage this coordination and are presented as appendices. These are not intended to be prescriptive and do not suggest a one size fits all approach, but rather to provide encouragement, support and guidance to clubs, county unions, associations, county golf partnerships, national committees, staff and national and local partners, as they each develop their own plan to address their key challenges and opportunities over the next few years.

Regular participation

Sport England's Active People Survey shows that there are more people playing sport now than in 2005, but during this same period regular participation in golf has been steadily declining. Golf remains the fifth biggest participation sport in England with 750,000 participants playing weekly and around 1.15 million playing each month. However there is no room for complacency as there are now 12% fewer golfers playing once a week and 15% fewer playing once a month than in 2005. Of those who have stopped playing golf weekly, 22% suggested that the lack of time was the biggest factor. Research commissioned by Syngenta said that 11% of golfers would play more if there were more 9-hole green fees available. It is now essential that we better understand the needs of golfers and take actions to present golf in ways which will retain existing members and players and attract more golfers of all ages and abilities to play golf more often. Increasing weekly participation is a key ambition within this strategy.

Latent demand

The Active People Survey assesses the latent demand for golf to be circa 830,000 adults. To meet this sizeable latent demand we need a clearer understanding of this group, in order to reduce the real or perceived barriers to entering the sport and then to proactively engage with new participants through programmes such as Get into golf.

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The recent Syngenta research also suggested that 35% of non-golfers didn't know how to get started in the game, 50% would welcome beginner only mornings at a golf club and 61% said that affordable lessons would encourage them to give the game a try.

Club membership

Club membership is a key indicator of the health of the game in England. There is a high correlation between membership and weekly participation and membership has also been in steady decline from its peak of 882,640 in 2004 to 675,000 in 2014. Only 15% of the membership is female, which is a contrast to the average in Europe where women and girls make up around 30% of club membership. The number of junior members has also declined from 64,865 in 2004 to 56,169 in 2013. During the last decade, as membership has declined, the number of independent golfers who are playing at least monthly has steadily increased and there are now around 2 million golfers who are not members of a golf club. More research is urgently required to understand the preferences of independent golfers, to connect them more strongly with golf clubs and encourage them to play golf more often. Halting the decline in club membership is a key driver within this strategy.

Financial sustainability

There are more than 1900 independent golf clubs in England – a varied mix of private, proprietary, municipal and artisan. Each requires a sustainable business model to survive. Many clubs in England are facing financial challenges due to increasing costs and a decline in membership and membership income. In addition, those clubs within the proprietary sector are facing additional financial challenges due to the differences in the tax laws for proprietary clubs around VAT on membership and green fees, business rate relief and corporation tax.

The economy

The economy has been extremely challenging since 2008. The slow recovery has provided a difficult backdrop to plans to increase participation and club membership. Of those who now play less sport than they used to, 27% identified financial reasons as a key factor and 36% of lapsed golfers said they left the game because the overall cost was too high. Local government spending cuts have also impacted pay and play opportunities and municipal clubs in some areas.

The image of golf

Golf is changing, but the media and public perception of golf is not changing at the same rate. Much more needs to be done to present golf more favourably in the media, to promote golf clubs in their communities and that changes are made, where necessary, to ensure that even more clubs become more customer focussed and friendly and understand and meet the needs of their members and visitors.

The political landscape

The political landscape within golf is relatively complex, with many organisations involved in the development and delivery of the sport within England. All share an interest in the growth of the golf economy along with increased participation and membership and these drivers have the potential to strengthen the collaboration across the sport. Partnership working sits at the heart of the vision for England Golf. More must be done politically at national and local levels to demonstrate the importance of golf to the economy of England and the health of its many participants. Stronger ties are to be encouraged with local authorities.

Technology

Technology has impacted golf in the past few years and this trend is likely to accelerate. Participants expect information to be online and accessible. Live scoring in competitions via mobile applications is a new and exciting innovation. Tee booking systems have become well established in many clubs and more golfers now expect to be able to book tee times and manage their memberships online. Online golf communities are also growing in popularity. It is important that golf embraces technology appropriately to encourage player and member enjoyment and engagement. These developments are sometimes at odds with the culture of some golf clubs and they are challenges that will need to be worked through within the next few years.

The environment and climate change

The environmental impact of golf and golf course management is now more important than ever before. Water, pesticide and fungicide use are under particular scrutiny from EU directives and are increasingly important issues for golf clubs. Clubs are working hard to develop their courses so they can be played by more people over as many days as possible each year. Extreme weather has affected participation levels over the past couple of years, most notably during the cold and wet winter of 2013 where the number of rounds played dropped by 45% compared to average levels in the previous three years. Combating the climate is difficult but more planning is required to encourage driving range activity and a return to playing once weather conditions improve.

SEVEN KEY THEMES

Hundreds of individuals and organisations have contributed to the development of this strategy. There is strong support for the creation of a single vision, shared ambitions or goals and a clear strategy which can guide the work of many and encourage coordinated action around the key challenges and opportunities surrounding England Golf.

The strategy is built around the seven key themes or priorities that emerged strongly through the consultation process and which require coordinated action at club, county and national levels:

MORE PLAYERS: Increasing the number of players who play golf regularly

MORE MEMBERS: Increasing the number of players in club membership

STRONGER CLUBS: Supporting clubs to attract and retain members and to achieve a sustainable business model

WINNING GOLFERS: Identifying and developing talented golfers at every level, leading to international amateur success

OUTSTANDING CHAMPIONSHIPS: Providing excellent championships and competitions for golfers of all levels

IMPROVED IMAGE: Changing the perception of golf and improving communications within the sport

EXCELLENT GOVERNANCE: Improving the governance, building the infrastructure and strengthening the partnerships to develop golf in England

DELIVERING THE STRATEGY

This strategy is intended to support and help shape the work of golf clubs, county unions, associations, county golf partnerships (CGPs) and the board, committees, staff and partners of England Golf. It recognises the independence of clubs and counties but presents a shared vision and shared ambitions for England Golf as a whole, something which was strongly supported throughout the consultation in 2013.

We do not expect that each action will be appropriate for every golf club or for each county union, association or CGP. The Frameworks for action have emerged through the consultation process and are intended to provide a common starting point for golf clubs, county unions, associations, CGPs, national committees and staff as they consider their own plans to address the key challenges and opportunities facing golf in England.

Resourcing delivery

Many of the recommendations presented within the Frameworks for action do not require new financial resources, but may require new or improved ways of working. Other actions however, may require investment from clubs, county unions, associations, CGPs and England Golf nationally. The following principles are proposed for all those involved in the delivery of the Frameworks for action:

- Carefully consider existing budgets and revise expenditure where possible in order to invest in new priorities
- Consider investing uncommitted funds to the delivery of action plans over the next three years
- Seek to develop new partnerships which could bring additional capacity to the delivery of the action plans
- Seek to maximise income from all sources and invest this appropriately

England Golf nationally plans to adopt these same principles by reallocating resources to priority areas, carefully investing uncommitted funds to drive the delivery of the strategy, seeking new partnerships and developing new programmes to generate additional sources of revenue.

Working in partnership

Many national and local organisations have contributed strongly to shaping this plan and will play a crucial role in its delivery as partners of England Golf. These partners include but are not limited to: Sport England, The England Golf Partnership, The Professional Golfers' Association, The Golf Foundation, The European Golf Association, The R&A, The Ladies' Golf Union, The European Tours, The British and International Golf Greenkeepers' Association, CONGU, The English Federation of Disability Sport, national disability sport organisations, The Organisation of Golf and Range Operators, The Golf Course Owners Association, The Golf Club Managers' Association, commercial partners, media partners, CGPs, county sports partnerships, local authorities, schools, colleges and universities.

Measuring progress and success

There are a number of measurable performance indicators within this strategic plan. Progress will be tracked and reported on a regular basis. There will be an annual review of progress in April each year, commencing in April 2015 and this will be reported as part of the Annual Report of England Golf. Detailed performance indicators are presented within Appendix 4.

APPENDIX 1 – RECOMMENDATIONS FOR GOLF CLUBS IN ENGLAND

These recommendations are intended to provide a Framework for action for golf clubs throughout England. It is not expected that every action will be appropriate for every club but clubs are invited to consider these as they develop their own business plans/annual plans and in so doing, play their part in the delivery of the Strategic Plan for England Golf 2014-2017.

MORE PLAYERS – Increasing the number of players who play golf regularly

- Establish and maintain effective working arrangements with CGPs in order to benefit from introductory and intermediate programmes that link the club with local schools, employers, community groups and social networks.
- Having identified the club's membership gap(s), develop and promote recruitment campaigns to attract new members, particularly those in the under-represented groups.
- Encourage juniors to play golf by developing and improving links with school clubs, strengthening junior sections and creating a supportive environment for junior coaching and competitions within the club.

MORE MEMBERS – Increasing the number of players in club membership

- Review the club's arrangements for introducing new members into the club. A number of "best practice" recommendations for local implementation can be found in the report, "Membership Recruitment & Retention: Key Themes for Implementation" (November 2013) commissioned by England Golf. This report can be found at www.EnglandGolf.org/research.

STRONGER CLUBS – Supporting clubs to attract and retain members and to achieve a sustainable business model

- Conduct regular (annual) Member Satisfaction Surveys and use the findings to inform the future plans for the development of the club.
- When members leave the club, conduct exit interviews to ascertain the reasons for leaving and use this information to effect change within the club.
- Develop flexible membership categories that are able to respond to the changing market and economic climate, reflect the needs of new and existing members and represent value for money.
- Promote the club as a family club and a place for families to go together.
- Establish and maintain effective arrangements for collecting and utilising visitors' information, so that special offers for playing and membership can be communicated directly.

WINNING GOLFERS – Identifying and developing talented golfers at every level, leading to international amateur success

- Develop and strengthen links between the club and the county's talent pathway to support talented young players.

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OUTSTANDING CHAMPIONSHIPS – providing excellent championships and competitions for golfers at all levels

- Develop a programme of competitions suitable for novice golfers and junior golfers, which includes the use of forward tees for beginners.
- Consider the introduction of 9-hole competition formats, for people who want to complete their game of golf within 90 minutes.
- Use the annual Member Satisfaction Survey to secure the views of members about the competition formats and arrangements so that changes can be made based on this feedback.
- Examine the “Pace of Play” issues within the club and make changes where this is becoming a barrier to participation and/or enjoyment.

IMPROVING IMAGE – Changing the perception of golf and improving communications within the sport

- Encourage club members to join the national Handicap and Benefits Programme, which will create stronger links between golfers and England Golf.
- Ensure the club’s website has links to its county union, association, CGP and the England Golf websites.
- Maximise the use of social media communication channels, especially for junior members and young people.
- Ensure that England Golf has contact details of key people within the club, to strengthen links and improve the two-way flow of information between the club and England Golf.

EXCELLENT GOVERNANCE – Improving the governance, building the infrastructure and strengthening the partnerships to develop golf in England

- Identify, develop and train more volunteer coaches within the club, so they can be part of a “buddy” system that introduces beginners to the basics of golf, supports junior members and effectively retains members.
- Training programmes for volunteers should be extended to paid members of staff.
- Ensure the different roles and responsibilities within the club are clearly stated to minimise the risk of confusion between paid members of staff and volunteers undertaking committee and/or management board duties.
- Ensure arrangements for business planning within the club are robust, transparent and fit for purpose so that these arrangements can be held to account for the effective delivery of the club’s business, which will include the club’s governance arrangements.
- Use GolfMark as a guide to establish minimum operating standards for junior golf as well as a self-improvement tool to guide the work of the committees responsible for increasing membership and meeting the changing needs of club members.
- Establish and maintain effective links with other organisations that share an interest in similar objectives (i.e. improving physical activity, improving health and wellbeing).

APPENDIX 2 – RECOMMENDATIONS FOR COUNTY ORGANISATIONS WITHIN ENGLAND GOLF

These recommendations are intended to provide a Framework for action for county unions, associations and CGPs throughout England. It is not expected that every action will be appropriate for every organisation but each is invited to consider these recommendations as they develop their own business plans/annual plans and in so doing, play their part in the delivery of the Strategic Plan for England Golf 2014-2017.

MORE PLAYERS – Increasing the number of players who play golf regularly

- The county union, association and CGP to establish strong partnerships to promote introductory and intermediate recruitment programmes, such as Get into golf, National Golf Month and school club link programmes.
- The county union, association and CGP to play their role in revitalising junior development in clubs by establishing and strengthening school club links, supporting the development of stronger junior sections and creating the right junior coaching and junior competition programmes at county level.

MORE MEMBERS – Increasing the number of players in club membership

- Review the arrangements of their County Card scheme to assess how these may be improved and developed so their local scheme becomes part of a national programme linked to the national Handicap and Benefits Programme.

STRONGER CLUBS – Supporting clubs to attract and retain members and to achieve a sustainable business model

- Support the dissemination of “best practice” by the CGP to those clubs seeking to improve the recruitment and retention of members.

WINNING GOLFERS – Identifying and developing talented golfers at every level, leading to international amateur success

- The county union, association and CGP to work together to develop the optimum talent pathway for boys and girls.
- Ensure there are strong links between the clubs, the county and the regional squad structures.

OUTSTANDING CHAMPIONSHIPS – providing excellent championships and competitions for golfers at all levels

- Continue to offer and actively promote a wide range of competitions and championships at county and regional level for golfers of all abilities.
- Continue to monitor the uptake of competitions and championships to meet the changing needs of golfers and gain the highest level of entries possible.

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IMPROVING IMAGE – Changing the perception of golf and improving communications within the sport

- Help to strengthen the links between golf club members and England Golf by encouraging members to join the national Handicap and Benefits Programme.
- Ensure the websites of the county union, association and CGP have links to club and England Golf's main website to maximise the opportunities for club members to access information directly.
- Maximise the use of social media communication channels, particularly with young people.
- Establish and maintain robust arrangements to include the appointment of club delegates to the county union and association's decision-making committee and the timely two-way dissemination of information between clubs and England Golf.

EXCELLENT GOVERNANCE – Improving the governance, building the infrastructure and strengthening the partnerships to develop golf in England

- Explore the potential for more joined up working between the county union, association, CGP and clubs to develop and implement a countywide strategy which supports and contributes to the England Golf strategy, through honorary and paid positions, committees and coaching programmes. Where necessary review or re-align the arrangements of paid and honorary staff working within the county union and association.
- Explore the potential for merger between the county union and association, where there have been expressions of interest, to create a single organisation responsible for the development and administration of golf in the county. These arrangements would include a system of governance and an infrastructure comprising of both volunteers and paid staff with the responsibility for delivering the county's strategic plan.
- Review how the CGP works in order to successfully increase the number of people playing golf in the county and the number of people being attracted to club membership.
- Review the governance and management arrangements of the CGPs to ensure they are fit for purpose and contribute to the delivery of the England Golf targets attached to the Sport England grant.
- Establish strong relationships between the county union, association, CGP and clubs to maximise golf development, share information, ideas and best practice.
- Support the development and maintenance of strong relationships between the CGP and the county sports partnership to actively promote regular participation in golf.

APPENDIX 3 – RECOMMENDATIONS FOR ENGLAND GOLF NATIONALLY

These recommended actions have emerged through the consultation processes in 2013 and the detailed consultation with county unions and associations in 2014. They are intended to provide a framework for action for the committees, staff and board of England Golf nationally and in so doing will allow them to plan and play their part in the delivery of the Strategic Plan for England Golf 2014-2017.

MORE PLAYERS – Increasing the number of players who play golf regularly

- Sustain and further developing CGPs in collaboration with county unions and associations to:
 - secure closer relationships with the clubs in each county and develop the county's talent pathways and competition programmes;
 - focus the work of the CGPs on increasing participation and golf club membership and improving links with schools, colleges and universities;
 - improve data collection arrangements and the validity and reliability of county generated data;
 - develop a responsive service that is capable of being adapted to meet the needs of new players;
 - generate local initiatives that will attract more people to the game of golf;
 - develop and promote targeted programmes to attract under-represented groups into golf;
 - share best practice of club-based recruitment and retention initiatives;
 - revitalise junior golf, junior coaching and junior competition programmes.
- Further develop GolfMark and Get into golf initiatives that link to national activities aimed at promoting golf.
- Establish and maintain effective working relationships with national disability sport organisations in order to further understand their specific needs and ensure that a national direction is provided to make golf more accessible.

MORE MEMBERS – Increasing the number of players in club membership

- Commission research into the needs and motivations of the unattached golfer. The results of the research will be made available to clubs so that they can target offers and communications.
- Commission a review of the current flexible membership packages being offered by clubs to assist all clubs in future business planning.
- Explore opportunities for national partnerships with commercial organisations who are already successfully engaged with unattached golfers in order to improve communications with these golfers.
- In collaboration with county unions and associations review their existing County Card schemes and possible links with the Handicap and Benefits Programme.
- Undertake a review of the feasibility and benefits of engaging with golf societies.

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STRONGER CLUBS – Supporting clubs to attract and retain members and to achieve a sustainable business model

- Explore ways in which the benefits of employing different business models can be communicated to clubs.
- Explore how business planning options may be best used to support those clubs experiencing challenges (e.g. cost reduction, membership recruitment and retention, income generation, cultural change, improving governance, marketing).
- Actively promote GolfMark as a standard all golf clubs should aspire to achieve.

WINNING GOLFERS – Identifying and developing talented golfers at every level, leading to international amateur success

- Provide a more consistent approach to support county unions, associations and CGPs develop talent pathways for girls and boys in each county. This should form part of the national talent pathway system, clarify the position of the County Academy Programme and secure links with schools, colleges and universities so that more young players can stay in education for longer.
- Ensure that anyone accessing the talent pathway will have their progress monitored at county and national level.
- Undertake a review of the current county, regional and national squad structure to ensure they are fit for purpose.
- Develop a new approach to player screening and profiling along with the delivery of strength and conditioning and sports science for all regional and national players.
- Develop and deliver a comprehensive parent education programme appropriate to each stage of the talent pathway, which will improve communications with parents about their child's progress.
- Introduce a player agreement for all players within England Squads.
- England Golf and the PGA will work together to:
 - Deliver a comprehensive development programme for coaches involved at all levels and all abilities of the talent development programmes;
 - Improve communications between players' home coaches and coaches at county, regional and national squad level to ensure players train and practice effectively when they are away from squad sessions;
 - Ensure that coaches bring a greater emphasis to short game development for players in all squads.
- Commission a cost-benefit analysis to establish and maintain a national network of England Golf Performance Centres, which will provide excellent practice, training and coaching facilities.
- Secure an agreement with a quality warm weather venue for national squads to use for winter training.
- Establish a working group with the aim to explore how the transition from amateur to professional status can be improved.

OUTSTANDING CHAMPIONSHIPS – providing excellent championships and competitions for golfers at all levels

- Commission a full review of all national championships, making changes where there are benefits to be gained
- Explore the introduction of new national competitions that can be activated at club level for novice golfers, golfers with higher handicaps and people with disabilities (e.g. betterball competitions, mixed competitions, play off forward tees).

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- Promote top amateur events for men and women and increase media coverage and spectator attendance.
- Secure more sponsorship for national and regional championship events.
- Investigate the opportunities for providing competitions at club and county level for golfers who are “time poor”, are unattached or who belong to societies (e.g. 9-hole competitions, par three events).
- Support regional and county organisations to undertake reviews of their championships, making changes to existing events and introducing new events where required.
- Support the enhancement of “Pace of Play” recommendations at club, county, regional and national level to resolve the adverse effect of slow play.
- Investigate how the CONGU handicap system can be made more encouraging to higher handicap and recreational golfers.

IMPROVING IMAGE – Changing the perception of golf and improving communications within the sport.

- Establish and maintain a PR programme (which may include the use of ambassadors, role models or celebrities) that raises the profile of and improves the media and public perception of golf.
- Promote golf as a sport that is both accessible and inclusive for all age groups, as well as providing an improved sense of health and wellbeing.
- Establish and maintain effective communication links with key personnel at county and club level, which allow targeted communications. These may include the use of linked websites, social media, digital and online communications and print.
- Undertake a review of the practicalities, costs and benefits of England Golf communicating directly with its affiliated members and the development of data capture systems for essential membership data. These systems would be also used to promote the benefits of club membership and the work of England Golf.

EXCELLENT GOVERNANCE – Improving the governance, building the infrastructure and strengthening the partnerships to develop golf in England

- Support proprietary sector clubs in their engagement with HMR&C and the Treasury to secure a more equitable tax system for all golf clubs in England.
- Provide leadership for county unions and associations to ensure high quality Human Resource arrangements for their paid and volunteer staff allowing equality of access to training and development opportunities.
- Oversee the development and co-ordinate the delivery of a comprehensive volunteer recruitment programme.
- Oversee the provision of training programmes for paid and volunteer staff that enhance the awareness of disabilities or impairments.
- Commission a comprehensive review of England Golf governance arrangements and those at regional and county level in order to identify and make changes that will strengthen all areas of governance.
- Collaborate more closely with disability golf groups, linking them, where possible, to England Golf’s infrastructure.
- Conduct an in-depth review to identify improvements in existing affiliation arrangements and how the data collected from affiliated members may be more effectively and efficiently utilised.

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- Undertake a detailed review of current Policies and Procedures (e.g. Disciplinary, Code of Conduct) and make changes where identified.
- Establish and maintain agreements with each of our national delivery partners confirming the responsibilities and agreed outputs and outcomes of each partnership.

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APPENDIX 4 – MEASURING THE SUCCESS OF THE PLAN

The following performance indicators will measure the progress of the plan's seven strategic priorities.

Progress towards these key indicators will be monitored and reported each year, as will the progress made within each of the actions plans for clubs, counties and national activities.

MORE PLAYERS

Key performance indicator

At least 910,000 people playing golf once a week as measured by the Active People Survey

Note: This figure relates to the Active People Survey target agreed with Sport England. This may change during 2014-2017 and the target within this plan will continue to reflect the figure agreed between Sport England and England Golf.

Secondary indicators

63,700 14-25 year old participants playing golf once a week as measured by Active People Survey

93,942 disabled people playing golf once a week as measured by Active People Survey

306 Get into golf centres operating each year

MORE MEMBERS

Key performance indicator

675,000 members of golf clubs in England

Secondary indicators

98,000 women and girls in membership of golf clubs

54,000 junior golfers in membership of golf clubs

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STRONGER CLUBS

Key performance indicator

675,000 members of golf clubs in England

Secondary indicators

800 clubs recognised as GolfMark clubs

An improvement in the rating for England Golf provided by clubs within the annual satisfaction survey.

Note: The annual satisfaction survey will commence in 2014

WINNING GOLFERS

Key performance indicator

The success of England teams (men, women, boys and girls) achieving a combined stroke play ranking at the European Team Championships of 23 or less each year

Note: This target is one of those agreed with Sport England in relation to the performance programme.

Secondary indicators

2000 participants in the County Academy Programme

Average % improvement in players' handicaps during their involvement within the CAP programme

Average % improvement in players' handicaps during their involvement in the regional programme

OUTSTANDING CHAMPIONSHIPS

Key performance indicator

Number of entries in national championships organised by England Golf

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Secondary indicators

Number entries within women's national championships

The number of clubs represented by players at national championships

Sponsorship income to support national championships

IMPROVED IMAGE

Key performance indicator

An improvement in the rating for England Golf around the effectiveness of communication as measured by the annual satisfaction survey

EXCELLENT GOVERNANCE

Key performance indicator

An improvement in rating for England Golf provided by a range of stakeholders within the annual satisfaction survey

“

If all stakeholders focus on just a few of the many great recommendations in this plan, the collective impact on golf in England will be significant. ”

Graham Yates
Chairman, England Golf

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