Welcome to the second edition of the Club Support Guide which has been updated and improved to give clubs even more help to achieve their goals.

Golf clubs are at the heart of everything we do at England Golf and the guide highlights the support, advice and resources we and other partners offer.

New features in this edition include information about Golf Express, the campaign which helps golf clubs to promote 9-hole golf to busy people.

There are details about additional training opportunities for your staff, a new guide to golf club governance, and software which can help you understand your existing customers and discover where potential customers will come from.

The guide explains how our various departments work with clubs on matters ranging from recruiting and retaining members to providing business and legal support, developing young talent, and running competitions. It also puts clubs in touch with the wealth of skills and experience within the counties, via the Unions and Associations, our regional managers and our county development officers.

Everyone working for England Golf is dedicated to supporting clubs, their staff and volunteers, and I hope this easy-to-use guide will prove invaluable.

Nick Pink
Chief Executive
England Golf

All information and contact details contained within this guide are correct at the time of publication and maybe subject to change.
Using the Guide


This guide, like the previous version, highlights the support, resources initiatives and advice which are available to support your golf club.

The guide covers key areas of running your club, ranging from support to grow your membership, business support, training and educating your staff and volunteers to advice on funding and marketing.

It also covers everything to do with playing the game, from handicapping, running competitions and championships to the talent pathway.

The guide complements the online resources available through the England Golf Clubhouse and identifies and signposts you to the network of support available through the counties, our workforce of Regional Managers and County Development Officers who are all dedicated to help your club achieve its goals.

It’s simple to use and under each section you will find an overview of each resource/initiative, who the resource is aimed at, how to access it and who to contact should you require more information.

Finally, at the back of this guide you will find all the key contacts for England Golf departments, our local workforce of Regional Managers and County Development Officers and our key industry partners, who are all dedicated to support a thriving community of golf clubs across England.

The England Golf Clubhouse is an online resource, designed as a one-stop shop where golf club staff and volunteers can access all the information, support and advice available from England Golf through a single login.

We update the Clubhouse regularly with the latest guidance documents, case studies and club resources. It also houses the England Golf Community where you can share ideas, ask questions and virtually meet with other clubs across England.

www.englandgolf.org/clubhouse

To register and access the England Golf Clubhouse visit www.englandgolf.org/clubhouse or contact your golf club secretary/manger.

MEMBERSHIP
(GROWTH AND RETENTION)

> Get into Golf
> Golf Express
> Junior Golf
> Golf Foundation
> Women and Girls
> Disability
> Member Benefits Programme
Get into golf

Get into golf is a national campaign, delivered locally, to inspire people to take up golf.

The campaign is run by England Golf with the support of Sky Sports and Sport England National Lottery funding and is delivered by local golf facilities and PGA professionals. The purpose of Get into golf is to create awareness of golf and beginner opportunities through national and local marketing.

Get into golf can be used by any golf facility to recruit new players and members, be it adults, women or families. It provides supporting guidance and case studies, including information on appropriate follow-on offers to support beginners to become regular players and members.

The campaign drives people to the Getintogolf.org website where golf facilities can promote their beginner activities and membership offers for free. The easy-to-use website includes access to web-to-print pre-designed marketing materials to help clubs to promote their offers, as well as an online booking function providing 24/7 access to your activities.

Who is it for?

Employees and volunteer officials who are responsible for recruiting and retaining new players and members to the game. Including but not limited to:

- General Manager or Secretary
- Club Professional

How to access it

Visit www.getintogolf.org or to upload activity go directly to the England Golf Clubhouse www.englandgolf.org/clubhouse

Contact

Contact your CDO for further advice or information.

CDO contact details can be found at www.englandgolf.org/CDO

Golf Express

What is it?

Golf Express is designed to inspire busy people to play more golf by promoting the 9-hole game as a complete and enjoyable experience.

Modern life is often hectic, meaning there can be limited time to play the 18-hole game of golf.

Under the slogan of “All the game in half the time” Golf Express offers a solution by promoting shorter rounds to get more people playing. Golfers can easily fit 9-holes into busy lifestyles, in which two hours is now the span for most leisure activities.

The 9-hole round of golf is consistent with the traditions of playing the game and is compatible with the Rules of Golf and the handicap system. This format can fit conveniently into a busy schedule and is ideal for after work.

Clubs can take advantage of:

- Marketing support - Golf Express is supported by a national marketing campaign with local support.

Who is it for?

Employees and volunteer officials who are responsible for attracting and retaining new players/members and those new to the game. Including but not limited to:

- General Manager or Secretary
- Club Professional

- Golf Clubs and 9-hole facilities including pitch and putt courses and academy courses.

This is not exclusive to 9-hole facilities. 18-hole facilities that wish to offer a 9-hole loop or clubs that want to offer a shorter loop of 6 holes can get involved.

www.getintogolf.org

How to access it

To upload your 9-hole activity go directly to www.englandgolf.org/clubhouse and select the Golf Express tile.

Contact

Contact your CDO for further advice or information.

CDO contact details can be found at www.englandgolf.org/CDO

4,671 Rounds played during an eight month trial period in Staffordshire

725 clubs nationally have used the Get into golf website to promote their activities since January 2016

713,558 people have visited getintogolf.org between April and September 2016
Encouraging junior golfers into our sport is vital to ensure the long term health and sustainability of our clubs.

We are committed to supporting clubs to create and develop strong junior sections. To ensure we provide the best support possible we have a dedicated National Manager and experienced, knowledgeable County Development Officers to help clubs recruit and retain more junior players/members.

To help clubs achieve this we have created a variety of guides, resources and good practice examples.

These include:
> Support and guidance on recruiting and retaining junior golfers.
> Junior Organisers’ Handbook - a guide to growing a vibrant junior section.
> Links with the Golf Foundation on how to create a pathway from schools into club membership.
> Advice and guidance on junior handicapping and how to integrate juniors into club competitions.
> Promotion of training opportunities for junior organisers, volunteers and staff, including safeguarding and junior coaching courses.
> Support for clubs and coaches on the issue of safeguarding children in golf.

Our support is tailored specifically to your needs and it is all accessible by just calling, emailing or accessing the various resources online.

We also work in close partnership with the Golf Foundation to ensure a joint approach to junior development. This enables you to access the most suitable support, products or initiatives that you need to achieve your goals in junior development.

Further information on the Golf Foundation can also be found in this guide.

Who is it for?
For those within the club who have a responsibility for facility development, increasing membership or coaching. Including but not limited to:
> Junior Organiser
> Volunteers involved with the junior section
> PGA Professionals
> Club Manager or Secretary

How to access it
Visit: www.englandgolf.org/juniorgolf or go directly to the England Golf Clubhouse www.englandgolf.org/clubhouse

Contact
Contact your CDO for further advice or information.
CDO contact details can be found at www.englandgolf.org/CDO

The Golf Foundation is a charity committed to giving children and young people the opportunity to experience golf and the benefits it has to offer.

Its aims are:
> Providing any young person, regardless of background or ability, with the opportunity to enjoy golf and the benefits it has to offer.
> Helping any young person to ‘Start, Learn and Stay’ in golf, providing a player pathway into golf clubs.

The Golf Foundation deliver this through their HSBC Golf Roots programme, designed to support school and community projects. They support golf clubs with the aim of creating a school/club link, delivering activities including Tri-Golf and StreetGolf (school activity) and the Junior Golf Passport (a club-based structured learning programme).

The Golf Foundation has eight regional officers who can provide support and expertise to develop your outreach programme and offer ideas to deliver the Junior Passport programme at your club.

Who is it for?
For those within the club with a responsibility or interest in developing junior golf and/or community outreach work. Including but not limited to:
> Club Professional
> Junior Organiser
> General Manager or Secretary

How to access it
Visit www.golf-foundation.org for further details.

Contact
For further details please contact your local Golf Foundation regional officer. Contact details for the Regional Officers can be found at www.golf-foundation.org
Growing Women’s Participation and Membership

Women represent 14% and girls only 1% of current golf club membership across the country.

We recognise women and girls’ participation as a priority area and have created a variety of resources to support clubs to increase participation and membership. These include a series of women and girls’ factsheets which provide a variety of recommendations and suggestions to attract and retain new players and to make your club an attractive environment where women and girls will enjoy golf. These are backed up by numerous case studies which show how other clubs have succeeded.

Your club can also access our latest women’s focus group research which identifies the barriers women face when playing golf. Additionally, you can tap into Get into golf advice, County Development Officer support and link in with the national marketing campaign #ThisGirlGolfs.

This features a series of different women and girls of all ages and backgrounds, showing how they fit golf into their everyday lives and enjoy the game. It helps to challenge the negative perceptions associated with women and girls’ golf.

Disability

England Golf recognises the importance of creating an inclusive environment to encourage disabled people to access and enjoy golf.

Working within a framework to develop hub clubs to increase the participation of disabled people in golf, resources have been developed and made available to support all clubs in becoming more inclusive and accessible.

Retention

> Assistance to support clubs to recognise their current disabled participants through improved data collection and market segmentation tools.
> Engage current disabled members to identify and recognise the barriers that could be preventing them from playing more.
> Support to offer handicaps over 9-holes or creation of shorter formats.
> Support to implement CONGU Club Handicap system to keep players active, including those with declining ability.

Recruitment

> Support and guidance to recruit disabled participants into existing activity.
> Engagement with the County Sports Partnerships to link the club to local disabled people’s organisations.
> Promotion of training opportunities for PGA coaching professionals and facility staff and volunteers to provide a high quality experience for disabled people.
> Opportunity to complete an access audit of your facility to identify your accessibility and plan for improvements.
> Creating connections to other sections of your local community to promote all club activity and drive increased income across all club areas including food and beverage.

Who is it for?

For those within the club with a responsibility or interest to grow women’s participation and membership, including but not limited to:
> General Manager or Secretary
> Professionals
> Ladies’ Committee
> Junior Organisers

How to access it

Visit: www.englandgolf.org/womenandgirls or go directly to the England Golf Clubhouse www.englandgolf.org/clubs

#ThisGirlGolfs

Contact

Contact your CDO for further advice or information.
CDO contact details can be found at www.englandgolf.org/CDO

Who is it for?

For those within the club with a responsibility for facility development, increasing membership or coaching. Including but not limited to:
> General Manager or Secretary
> Owner or Management Committee
> Club Professional

How to access it

Access to the support resources can be found on the England Golf Clubhouse www.englandgolf.org/clubs

Contact

Contact your CDO for further advice or information.
CDO contact details can be found at www.englandgolf.org/CDO
Member Benefits Programme (MBP)

Members of your golf club can enjoy the added benefits of being a member of England Golf.

Benefits include online access to their handicap and the opportunity to download their official CDH Card, a monthly newsletter delivered straight to each member’s inbox, online access to a handicap advisor in your area, the latest golfing news, video tips to improve their game, prize draws to win exclusive golf products and experiences and access to exclusive discounts and offers from our partners.

These include up to £300 off Your Golf Travel holidays, at least 20% discount off Virgin Experience Days, exclusive discounts from our official wine partner, Perfect Cellar and more.

The MBP provides golf clubs with an exclusive benefit to promote to prospective and current members as added value to your membership package.

Contact pr@englandgolf.org for further tools or ideas to promote this benefit to your members.

Who is it for?
EVERYONE! If you want to provide your existing members with more benefits for their annual subscription or you want to include added benefits in your club marketing materials when trying to attract new members, then this is for you. The programme can be utilised by the marketing manager / committee, general manager / secretary or owner / management committee to add value to your membership package.

How to access it
Your members can access their profile and register for the benefits simply by visiting the website - www.englandgolf.org/members

Contact
Contact your CDO for further advice or information.
CDO contact details can be found at www.englandgolf.org/CDO

BUSINESS SUPPORT

> GolfMark
> XACT - Health and Safety, Employment Law and Human Resources
> Customer Service
> Sustainability and Environmental (Greener Golf)
GolfMark is a national accreditation designed to support all golf clubs, however big or small, to achieve a distinct operating standard in four areas of their business activity:

> Recruitment & Retention – supporting your club to attract new members and increase the participation of existing members.

> Management & Sustainability – helping to develop your club through practical business planning.

> Coaching & Competitions – enhancing coaching and playing opportunities at your club for all golfers.

> Safeguarding – ensuring your club has appropriate policies and procedures in place.

If your club is looking for new ideas or wants to ensure it has everything in place to be successful, GolfMark can support you. Working on a development plan with your County Development Officer is just one of the benefits of using GolfMark.

By gaining the national accreditation your club will also be recognised by Sport England, as you also receive the ClubMark award.

To learn more and see how else your club can benefit from GolfMark visit the website www.golfmark.org

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Health and Safety, Employment and Human Resources

Who is it for?

For those within an eligible club with a responsibility or interest in governance and financial management, including but not limited to:

> General Manager or Secretary

> Management Committee

> Treasurer

How to access it

Visit: www.golfmark.org for more information or log into the England Golf Clubhouse www.englandgolf.org/clubhouse

Contact

Contact your CDO for further advice or information. CDO contact details can be found at www.englandgolf.org/CDO

Who is it for?

Anyone who is responsible for health and safety and the management of people including:

> General Manager or Secretary

> Health and Safety Officer

> HR Manager or Administrator

> Bar Manager or Steward

> Course Manager or Head Greenkeeper

> Club Professional

> Owner or Management Committee

How to access it

Business Assist is available online through England Golf Clubhouse www.englandgolf.org/clubhouse

Contact

Contact your CDO, Regional Manager or the Xact Helpline for further advice and information.

A range of resources are available to support clubs in understanding and implementing best practice and compliance with health and safety and employment legislative requirements.

We have a long standing partnership with The Xact Group Ltd. They have been delivering health and safety, HR and employment law services to golf clubs for over 14 years. Their services are tailored specifically to golf clubs, covering all activities including green keeping and course safety issues.
Range of support available through XACT

**Business Assist**

**What is it?**
> First step to effectively manage your health and safety, HR and employment law compliance.
> Unlimited access to the Business Assist portal providing:
> Golf club sector specific risk assessments with guidance notes on how to complete them, detailed specimen action plans for each topic and additional sections on food safety and work equipment.
> A whole range of specimen letters on all aspects of employment and termination policies, golf club specific contracts, employee handbooks and detailed guidance notes on all aspects of HR and employment law compliance. There are also additional sections on recruitment, equal opportunities, grievance and disciplinary and termination.
> The website is supported by a business hours helpline on 0330 332 2636 and a monthly news and alerts service.

**Cost?**
FREE – available through England Golf Clubhouse

**Business Assist Plus**

**What is it?**
> Upgrade to Business Assist Plus and receive the following additional benefits to Business Assist:
> 12 hours of specialist HR / employment law / health and safety advice.
> The support is available Monday to Friday between the hours of 9am and 5pm

**Cost?**
> £300 plus VAT

**Full Health and Safety**

**What is it?**
> XACT will act as your health and safety external competent person. They will complete:
> All health and safety policies and procedures.
> All health and safety risk assessments in conjunction with the appropriate personnel.
> Provide all of the advice needed to comply, including control measures and action plans.
> Conduct regular audits (off and on site) of progress towards full compliance.
> Provide an indemnity for costs arising out of a health and safety prosecution.

**Cost?**
> Prices from £1,313 + VAT per annum

**Full HR and Employment**

**What is it?**
> XACT will act as your external human resources department. They will:
> Prepare your contracts of employment, employee handbooks, and job descriptions to ensure that they are kept up to date.
> Provide you with a named advisor – your external HR manager.
> Provide 24/7 cover.
> Provide an indemnity for costs and awards arising out of an employment tribunal.

**Cost?**
> Prices from £800 + VAT per annum
Online Health & Safety Employee Training

XACT has developed a range of e-learning health and safety courses specific to golf clubs.

These courses support any work which has already been undertaken in the areas of health and safety policies, procedures, risk assessments and general management controls.

A key feature of the e-learning modules allows the employee to “pick up and lay down” so that there is no need to complete the whole course in one session.

The core courses are:

**Golf Clubhouse (5 courses)**
- Administration activities (4 modules)
- Cleaning activities (9 modules)
- Event management (5 modules)

**Golf Grenekeeping (1 course)**
- Safety essentials (16 modules)

These courses are supported by over 15 other health and safety courses such as Fire, Manual Handling, Slips, Trips and Falls etc.

XACT will supply the club with unlimited access for new employees and annual refresher training. The system also provides access to a management dashboard which allows the designated manager to issue courses and monitor progress.

Price for all courses £60 + VAT per employee per annum

Who is it for?
Anyone who is responsible for health and safety and the management of people including:
- General Manager or Secretary
- Health and Safety Officer
- HR Manager or Administrator
- Bar Manager or Steward
- Course Manager or Head Grenekeeper
- Club Professional
- Owner or Management Committee

How to access it
Visit the England Golf Clubhouse and find a link to the modules on the XACT Clubhouse tile.

Contact
Contact your CDO for further advice or information.
CDO contact details can be found at www.englandgolf.org/CDO

Customer Service and 59club

Do you know what your customers think of your golf club?
Are you providing the service that will keep members and visitors returning? England Golf has partnered with 59club to provide clubs with a suite of tools to gain feedback from your customers and improve your customer service.

59club has developed a software package called MY59 that enables a golf club or centre to test and manage their own customer service benchmarking. This is available in four parts:

- **Web-based Golf Membership Survey** – create a customisable members’ survey to suit your club.
- **Golf Membership Enquiry Call and Appointment** – get detailed feedback from an initial phone enquiry, right through to a tailored show round of the club’s facilities.
- **Golf Mystery Shopper Visit** – covering every aspect of a visitor’s journey through the club and in turn delivering key feedback from all members of staff responsible for ensuring the experience is second to none.
- **Golf Group ‘Recorded’ Sales Call** – understand how your team approaches a group booking call, work through a needs analysis and then learn how to convert the business through key sales techniques.

Who is it for?
For those within the club who are in a customer facing role, or who manage the way staff connect with members and visitors, including but not limited to:
- General Manager or Secretary
- Steward or Food and Beverage Manager
- Club Professional

How to access it
Visit: www.my59online.com

Contact
Contact your CDO for further advice or information.
CDO contact details can be found at www.englandgolf.org/CDO
Greener Golf (Sustainability and Environmental)

Our interactive online resource provides advice, information and guidance on anything Greener Golf, from water management and renewable energy to chemical use and carbon audit case studies.

If you are looking for environmental, energy efficiency or sustainability advice then the Greener Golf website is your starting point. In addition the website also features:

- An interactive environmental policy generator – if you are unsure of how environmentally compliant your club is, why not use the environmental policy generator to find out the areas in which you need to improve? Answer a series of simple questions and produce your own environmental policy.
- Carbon calculator – learn how much CO2 your club is producing and then use the resources to find out how you can reduce it.
- Payback calculator – identify how making energy efficiency changes can work for your club. Use the Payback calculator to show the return on investment and how long it will take for your club to start saving money!
- A link to the Golf Environment Organization (GEO) – is your club looking to promote its sustainable credentials? Check out the GEO OnCourse® programme and get GEO Certified®.

Who is it for?
For those within the club with a responsibility or interest in environmental compliance, water management or energy efficiency, including but not limited to:
- General Manager or Secretary
- Course Manager or Head Greenkeeper
- Green Committee
- Owner or Management Committee

How to access it
Visit: www.englandgolf.org/greenergolf or access Greener Golf through the England Golf Clubhouse www.englandgolf.org/clubhouse

Contact
Contact the Participation and Club Support team for further advice or information. Contact details can be found in the back of the guide.
Club Governance

England Golf is keen to work with and support clubs to ensure good governance within their organisational structure and strategic planning.

England Golf has produced a Club Governance, Administration and Structure Guide which includes detailed guidance on these areas. It also provides information on the structure and running of a management committee, role descriptions and associated resources.

England Golf can also provide information, advice and templates for clubs considering incorporation or reviewing their governance structure. It is important to note that if your club is not incorporated your club officers and their assets can be put at personal risk.

England Golf recommends that all clubs incorporate. England Golf offers advice on the benefits of incorporation, the process and guidance on how to become a company limited by guarantee, information about alternative company or charity structures and example Articles of Association.

Who is it for?
For those private members’ clubs which wish to review their company structure and governance. This would be of interest to those within the club with a management responsibility, including but not limited to:

- Management Committee
- Trustees
- General Manager or Secretary
- Treasurer

How to access it
Visit England Golf website at www.englandgolf.org under FOR GOLF CLUBS and our CLUB GOVERNANCE section.

Contact
Contact your CDO for further advice or information.
CDO contact details can be found at www.englandgolf.org/CDO

Safeguarding and Disclosure and Barring Service (DBS)

Safeguarding

It is the responsibility of everyone to ensure the welfare and safety of the many children and vulnerable adults participating in golf.

Every club should have a Club Welfare Officer to liaise with England Golf and to deal with any concerns. Safeguarding concerns may arise through:

- Bullying of children by their peers or by adults.
- Individuals exploiting their position to gain access to children.
- Placing unrealistic performance expectations on children.
- Lacking awareness of the needs for safeguarding.
- Poor planning.

England Golf provides advice and guidance for clubs, parents and individuals on safeguarding matters. If any concern arises at your club you are advised to contact the England Golf compliance team as soon as possible.

England Golf provides a national case management system and one-to-one support with safeguarding cases and clubs should notify England Golf of any cases. We can also provide template policies and procedures and training courses for Club Welfare Officers and other staff/volunteers.

Disclosure and Barring Service (DBS)

Legislation requires all staff and volunteers working within “regulated activity” with children to have a current DBS check which should only be carried out via England Golf (or the PGA for club professionals) and should be renewed every three years.

England Golf also require such individuals to attend a Safeguarding and Protecting Children course (SPC) and undertake subsequent online refreshers every three years.

To assist clubs with this process England Golf offer an online DBS service. If the role of a volunteer or member of staff falls within the definition of regulated activity they should apply for a DBS check through England Golf. A regulated activity flowchart can be found online.

Who is it for?
Anyone responsible for welfare, managing staff and volunteers or working with children and young people.

How to access it
For safeguarding information please visit the England Golf website at www.englandgolf.org/safeguarding

For DBS visit www.englandgolf.org/dbs

To arrange SPC courses, visit sportscoachuk.org. Alternatively you can find local courses through your County Sports Partnership or speak to your County Development Officer. Contact details are found in the back of this guide.

Contact
For further information and guidance please contact the England Golf compliance team. Contact details can be found in the back of the guide.
Disciplinary and Handicap Appeals

England Golf offers support and advice to clubs and counties on disciplinary and handicapping issues, from implementing policies and procedures through to managing cases.

England Golf has established a panel to hear national disciplinary cases and disciplinary and handicap appeals from county level.

In exceptional cases, where agreed, England Golf’s disciplinary panel may hear appeals on club or county cases on behalf of clubs or counties.

England Golf has also produced Anti-Doping Regulations which are mandatory for anyone playing golf.

Who is it for?
For those within the club who have a responsibility for or involvement in disciplinary and handicap matters. This may include:
- General Manager or Secretary
- Owner and Board and Management Committee
- Competition or Handicap Committee

How to access it
For Disciplinary Regulations and Anti-Doping regulations please visit the England Golf website at www.englandgolf.org/disciplinary

Contact
For further information and guidance please contact the England Golf Compliance department. Contact details can be found in the back of the guide.

Equality

England Golf is fully committed to supporting the principle and practice of equality of opportunity.

No participant, volunteer, job applicant or employee should receive less favourable treatment on the grounds of age, gender, disability, race, parental or marital status, pregnancy, religion or belief, sexual orientation or gender reassignment or should be disadvantaged by conditions or requirements that cannot be shown to be relevant to performance.

England Golf provides support and advice to clubs on equality issues. We have also produced specific guidance for clubs on the Equality Act 2010 and golf, age discrimination, transportation policy for the use of buggies and gender guidance.

Who is it for?
For those within the club who have management responsibilities or are involved with equality issues. This may include:
- General Manager or Secretary
- Owner and Board or Management Committee
- Club captains

How to access it
For equality and diversity and buggy guidance and documents visit the England Golf website at www.englandgolf.org/equality

Contact
For further information and guidance please contact the England Golf Compliance department. Contact details can be found in the back of the guide.
A Cambridgeshire golf centre is getting down to the business of being the best – with the help of England Golf.

The Kingsway Golf Centre in Melbourn, just south of Cambridge, aims to be the best ‘learn to play’ centre in the area and has drawn up an action plan, inspired by lessons learned at an England Golf Business Growth Forums for clubs.

The forums, held across the country, helped golf clubs take a fresh look at their opportunities, identify goals for growth and trial new approaches.

“I couldn’t write notes fast enough!” said general manager James Watts who attended the forum. He returned to Kingsway to work with colleagues and Marc Smith, England Golf’s Cambridgeshire County Development Officer, to draw up the action plan.

The aim is to increase the number of visitors to the centre and encourage them to return, frequently, to enjoy the nine-hole course, nine-hole pitch and putt course, footgolf, 40 bay driving range, American Golf store and café bar.

“There are two other pay and play centres in the area so it’s a competitive market,” said Watts. “The Business Growth Forum was very useful. It’s given us a very good understanding of where our business is working well and not so well. It’s been very beneficial.”

Their first step was to survey customers and staff to identify the centre’s strengths and areas where improvements could be made. Then, a three-year business plan was drawn up.

“Before, everything was working, but not as well as it could be,” said Watts. “Now we have the business plan everyone on the staff knows what direction we are pulling in.”

The centre has put a fresh emphasis on improving customer service by starting a new staff training scheme leading to NVQ qualifications.

The centre has better knowledge of who to target as potential customers after studying their local demographic. “We were surprised by the number of young, up and coming people with good jobs and stable incomes living within 30 minutes’ drive of the centre,” said Watts.

Head PGA professional, Chris Hattersley, is closely involved in new plans to develop the teaching academy, with the particular aim of attracting more women and juniors to coaching sessions.

The centre is also building on its successes. The customer survey revealed that the driving range was the most highly rated feature so Kingsway has invested in 21,000 new range balls to enhance its appeal even further.

In addition, new avenues are also being explored, such as children’s parties featuring the popular footgolf.

Marc Smith commented: “Kingsway have achieved so much in a short time since the forum. They have been so dynamic and open to using all the support England Golf can offer.”

View the guide included, which lists all the events taking place across the country between November to March. It includes opportunities from England Golf and our partners, all designed to help clubs achieve their aims and to support staff and volunteers.
**Golf Education Calendar**

The Golf Education Calendar is a one-stop shop of education and training events in the UK.

It promotes educational opportunities for all staff and volunteers working in golf clubs and facilities.

The Golf Education Website gives access to the calendar which shows all events being provided by England Golf, other Home Unions and Golf Associations including the PGA and Golf Foundation.

It allows you to search specifically for events run by England Golf using a colour key.

The website has two main elements:

- The interactive calendar where you can view upcoming training and education events each month. It allows you to search by event type, organiser or presenter to help you find the events best suited for your needs.
- Demand-led events. This enables you to register interest in a subject or training opportunity. Once there is enough demand for that event the organising body will arrange the event and contact you with the date and venue to confirm if you would like to book.

**Who is it for?**

- All staff and volunteers within golf clubs and facilities.
- Anyone aspiring to work in or volunteer in the golf industry.

**How to access it**

Visit: [www.golfeducation.co.uk](http://www.golfeducation.co.uk) or go to the England Golf Clubhouse.

**Contact**

Contact your CDO for further advice or information.

CDO contact details can be found at [www.englandgolf.org/CDO](http://www.englandgolf.org/CDO)

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**BUSINESS GROWTH EDUCATION**

England Golf offers a range of workshops to support clubs and facilities to grow their businesses. Each workshop is aimed at key decision makers both staff and committee/board members to attend together.

These educational events offer the opportunity to learn from experts, share ideas and best practice and to network. The 2016/17 Business Growth Education programme includes the following topics:

- Business Growth Hubs
- Changing Culture through Good Governance
- Business Planning
- Food & Beverage Operations
- Increasing Revenue
- Marketing & Social Media
- Service, Sales & Retention
- Roadshows in partnership with 59club
- Course Management Forum for Chair of Green in partnership with STRI

**Book on to the workshops through the Golf Education Calendar – [www.golfeducation.co.uk](http://www.golfeducation.co.uk)**

For more information on dates and venues for these workshops and to find out about other education and development opportunities have a look at the guide included.
Rules Schools

England Golf recognise the need to have rules officials able to support clubs, counties and national championships.

We therefore provide a pathway to support the development of individuals who wish to understand the rules in more depth and assist in officiating at events.

England Golf’s Rules education programme is provided in collaboration with The R&A and is designed to provide individuals with an improved knowledge of the Rules of Golf, practical experience of refereeing and a qualification recognised by both governing bodies. Longer term, there is also potential to become a member of the national tournament panel of referees.

The development opportunities include:

- Online rules academy (R&A).
- Informal Club rules tutoring (provided by members of the national tournament panel).
- England Golf Rules schools (R&A Level 1, Level 2 and Level 3).

Who is it for?

For those within clubs and counties who have an interest in developing their Rules of Golf knowledge or have an interest in assisting in the running of competitions, including but not limited to:

- Club members and volunteer officials
- Captains
- Club Professional

How to access it

Visit: www.englandgolf.org/rulesschool

Contact

Contact the Championship department for further advice or information. Contact details can be found in the back of the guide.

Research Portal

The research portal provides clubs with the latest research and trends within golf, bringing together research from across the industry.

Information includes statistics on participation figures, the number of rounds played, the economic of golf on the English economy, golf club membership and lifestyle trends.

Available in two formats, clubs can access full reports or download fast-fact summary sheets produced by our partners, SPORTS MARKETING SURVEYS INC.

Who is it for?

Club officials and volunteers who have an interest in the national and local landscape of golf. The research has a variety of applications but can be used to support decision-making processes at the club.

How to access it

To access the research portal you will need to be registered on the England Golf Clubhouse. Visit www.englandgolf.org/clubhouse for more details.

Contact

Contact your CDO for further advice or information.

CDO contact details can be found at www.englandgolf.org/CDO
England Golf Community

The England Golf Community is where English golf clubs talk to each other and to their Governing Body, England Golf.

It is a simple, free, email-based service designed to enable golf clubs to rapidly share information with each other.

WELCOME TO THE ENGLAND GOLF COMMUNITY

The England Golf Community is where English golf clubs talk to each other and to their Governing Body, England Golf. It is a simple, free, email-based service designed to enable golf clubs to rapidly share information with each other.

Latest Q and A

20.09.16 10 year Prepaid Membership

13.09.16 Chaffer Grub/Damage

01.09.16 USED ASTRO TURF FOR SALE

18.07.16 Sky TV

Who is it for?

Membership of the England Golf Community is open to:

> All clubs affiliated to England Golf
> All England Golf County Secretaries
> All employees and volunteer officials are welcome to join the Community.

How to access it

Register on the England Golf Clubhouse County officials visit www.englandgolf.org/community and click on the registration link.

When you do this, we will send you a confirmation email and you will start to receive England Golf Community emails. It’s that simple.

Contact

Contact the Participation and Club Support team for further information. Contact details can be found at the back of the guide.

Funding for

Your Club

> Funding Central
> County Sports Partnerships
> Sport England Funding

Community Amateur Sports Clubs
Funding Central

Funding Central is a free website for charities, voluntary organisations and social enterprises. It provides access to thousands of funding and finance opportunities, plus tools and resources supporting organisations to develop sustainable income strategies appropriate to their needs.

Who is it for?
For those within the club with a responsibility or interest in fundraising for revenue projects through to facility development, including but not limited to:
> General Manager or Secretary
> Management Committee
> Club Professional

How to access it
Visit www.fundingcentral.org.uk

Contact
Your County Development Officer or Regional Manager will be able to provide further advice. Contact details can be found in the back of the guide.

County Sports Partnerships

County Sports Partnerships (CSPs) are networks of local agencies committed to working together to increase participation in sport and physical activity.

CSPs help connect England Golf to the local area and local partners; support the County Development Officers with the development of clubs, coaches and volunteers; and to attract external investment.

The CSPs have a good understanding of the local landscape in terms of projects and funding sources. They also have dedicated staff with experience in writing funding applications and can provide case studies on successful applications and projects.

To access County Sports Partnership funding, clubs will need to select the appropriate funding stream and ensure they meet the criteria. The funding available depends upon the CSP, as a lot of initiatives are specific to an area – for full details look at the specific CSP website in the first instance.

Who is it for?
For those within the club with a responsibility or interest in fundraising for revenue projects through to facility development. Including but not limited to:
> General Manager or Secretary
> Management Committee
> Club Professional

How to access it
Visit the CSP Network at www.cspnetwork.org/your-csp to find the details of your local CSP network or contact your local County Development Officer for further information.

Contact
Your County Development Officer or Regional Manager will be able to provide further advice. Contact details can be found in the back of the guide.
Sport England Funding

Whether you need to make your clubhouse more accessible, want to improve the drainage on your course or need financial help to put on more coaching sessions, Sport England has a funding stream that could help.

*The two main funding pots open to clubs are:

- **Inspired Facilities** – a £110 million programme that funds the renovation and modernisation of local sports facilities.
- **Small Grants** – uses National Lottery funding to make awards of between £300 and £10,000 to not-for-profit organisations to help more people play sport.

For eligibility criteria and further details please check the Sport England website.

* NB: At the time of going to print Sport England was reviewing all funding pots. This follows the publication in May 2016 of its new strategy ‘Towards an Active Nation’.

The review covers how Sport England invests money and includes simplifying their funding programmes, the application process and the approach to evaluation for applications. This means that currently some pots are closed and are subject to the review.

Over £1.5m was received in grants by English golf clubs between 2014 and 2016 to improve facilities, drive participation and fund flood relief programmes.

Community Amateur Sports Clubs (CASC)

**CASC is a HMRC scheme designed to provide tax benefits to qualifying clubs through rate relief, corporation tax savings and gift aid.**

Following significant consultation the CASC regulations changed in April 2015, this brought about a number of benefits and also some challenges for clubs to consider.

England Golf can provide guidance for clubs which are either currently in the scheme or considering becoming a CASC. This includes FAQs available on the England Golf website, phone and email support.

Who is it for?
For those within an eligible club with a responsibility or interest in governance and financial management. Including but not limited to:

- General Manager or Secretary
- Management Committee
- Treasurer

How to access it
CASC enquiries can be directed to the England Golf Participation and Club Support team. Contact details can be found at the back of the guide.

For specific CASC queries relating to the regulations please use the ‘contact us’ form on the CASC info website www.cascinfo.co.uk

Contact

**Contact**

CASC can provide guidance for clubs which are either currently in the scheme or considering becoming a CASC. This includes FAQs available on the England Golf website, phone and email support.

Who is it for?
For those within an eligible club with a responsibility or interest in fundraising for revenue projects through to facility development. Including but not limited to:

- General Manager or Secretary
- Management Committee
- Club Professional

How to access it
Visit the Sport England website at www.sportengland.org/funding

Contact

Contact your CDO for further advice or information.

CDO contact details can be found at www.englandgolf.org/CDO

Should you have a specific question or need clarification around funding criteria, you can contact the Sport England shared services advice line on 08458 508508 or email funding@sportengland.org.

For eligibility criteria and further details please check the Sport England website.
Handicap Events 2017

Many great events all through the summer for your members!

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 May</td>
<td>South West Region Medal Final</td>
<td>Tehidy Park Golf Club</td>
</tr>
<tr>
<td>7 May</td>
<td>Club Team Championships</td>
<td>Worthing Golf Club</td>
</tr>
<tr>
<td>10 May</td>
<td>Midlands South Medal Final</td>
<td>Sand Martins Golf Club</td>
</tr>
<tr>
<td>10-11 May</td>
<td>Senior Tour &amp; Golf Captains</td>
<td>Woodcote Park Golf Club</td>
</tr>
<tr>
<td>13 May</td>
<td>East Region Medal Final</td>
<td>Rookery Park Golf Club</td>
</tr>
<tr>
<td>21 May</td>
<td>Midlands North Medal Final</td>
<td>Elsham Golf Club</td>
</tr>
<tr>
<td>25 May</td>
<td>North Region Medal Final</td>
<td>Windermere Golf Club</td>
</tr>
<tr>
<td>28 May</td>
<td>Club Team Championships</td>
<td>Stover Golf Club</td>
</tr>
<tr>
<td>28 May</td>
<td>Club Team Championships</td>
<td>Drayton Park Golf Club</td>
</tr>
<tr>
<td>31 May</td>
<td>South Region Medal Final</td>
<td>Muswell Hill Golf Club</td>
</tr>
<tr>
<td>1-2 Jun</td>
<td>Senior Tour &amp; Golf Captains</td>
<td>Huddersfield Golf Club</td>
</tr>
<tr>
<td>11 Jun</td>
<td>Gold Medal</td>
<td>Preston Golf Club</td>
</tr>
<tr>
<td>11 Jun</td>
<td>Gold Medal</td>
<td>Minehead Golf Club</td>
</tr>
<tr>
<td>14-15 Jun</td>
<td>Senior Tour &amp; Golf Captains</td>
<td>The Wilmslow Golf Club</td>
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<tr>
<td>18 Jun</td>
<td>Club Team Championships</td>
<td>York Golf Club</td>
</tr>
<tr>
<td>18 Jun</td>
<td>Gold Medal</td>
<td>Sonning Golf Club</td>
</tr>
<tr>
<td>28-29 Jun</td>
<td>Senior Tour &amp; Golf Captains</td>
<td>Teignmouth Golf Club</td>
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<td>13-14 Jul</td>
<td>Senior Tour &amp; Golf Captains</td>
<td>Longcliffe Golf Club</td>
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<td>16 July</td>
<td>Senior Tour &amp; Golf Captains</td>
<td>Spalding Golf Club</td>
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<tr>
<td>25-26 Jul</td>
<td>Senior Tour &amp; Golf Captains</td>
<td>Prince's Golf Club</td>
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<tr>
<td>16-Aug</td>
<td>Par 3 Championship</td>
<td>Ampfield Golf Club</td>
</tr>
<tr>
<td>3 Sep</td>
<td>PING Family Fourball</td>
<td>Gainsborough Golf Club</td>
</tr>
<tr>
<td>4-5 Sep</td>
<td>PING Grand &amp; Plate Final</td>
<td>Gainsborough Golf Club</td>
</tr>
<tr>
<td>3-4 Oct</td>
<td>Brenda King Foursomes</td>
<td>Harrogate Golf Club</td>
</tr>
</tbody>
</table>

For more information visit: www.englandgolf.org/championships

PLAYING SUPPORT AND COMPETITIONS

- Rules of Amateur Status
- Handicapping
- Running competitions
- Course rating
- Player pathway and support
- England Golf and County championships

ENTRIES OPEN 1st FEB

Club Support Guide 2016/2017
Rules of Golf and Amateur Status

Understanding the Rules of Golf can be a difficult task, not only for your club golfer but experienced club officials.

England Golf therefore provide assistance to clubs in interpreting and implementing the Rules of Golf and Rules of Amateur Status.

England Golf provide an enquiry service where clubs can call or email the Championship department for support on the Rules of Golf.

England Golf also provide training and education on the Rules of Golf (more details can be found under ‘Rules Schools’).

Who is it for?
Employees and volunteer officials who are involved in running competitions, overseeing rules compliance or have an interest in understanding the rules in greater detail.

This includes but is not limited to:
> General Manager or Secretary
> Club Professional
> Competition Secretary or Event Coordinator

How to access it
Visit our website at www.englandgolf.org/handicapsandrules

Contact
For Rules of Golf queries contact the Championship department for further advice and guidance. Contact details can be found in the back of this guide.

For amateur status queries contact Gemma Hunter (Handicapping and Course Rating Manager). Department contact details can be found in the back of this guide.

Handicapping

England Golf forms part of the Council of National Golf Unions (CONGU) which is the authorising body of the only official handicap for golfers within Great Britain and Ireland.

As an affiliated golf club you are authorised to offer official CONGU handicaps to your members.

As part of your affiliation to England Golf we provide support to you in a number of different ways:
> County and regional handicap advisors to support your club with handicap queries.
> The Handicap Support System allows clubs to raise handicap enquiries and send them directly to the county handicap advisor.
> Junior and disability handicapping guidance.
> User guides and practical examples to help clubs.
> Handicapping workshops keep up-to-date with the latest changes and best practice.

Who is it for?
Employees and volunteer officials who are responsible for handicapping, primarily the handicap committee but also volunteers who may also support the various sections within the club. Including but not limited to:
> General Manager or Secretary
> Handicap Committee
> Club Professional
> Owner or Management Committee
> Event or Competition Organiser
> Junior Organiser

How to access it
Visit: www.englandgolf.org/handicapping
To access the Central Database of Handicaps (CDH) visit cdh.egu.org.uk or log into the England Golf Clubhouse

Contact
To raise a handicap enquiry with your county handicap advisor log into the CDH and select ‘Enquiry’ from the menu or log into the England Golf Clubhouse and use the contacts menu to find your handicap advisor’s details. For more information on the CDH and handicapping please contact the Participation and Club Support department. Contact details can be found in the back of the guide.
Course Rating

The course rating system is designed to evaluate the playing difficulty of a course for a scratch golfer under normal course and weather conditions.

It is based on yardage and other obstacles to the extent that they affect the scoring ability of the scratch golfer. This ensures an accurate and consistent rating of golf courses throughout England and thereby maintains the relationship of handicaps between clubs.

England Golf uses the USGA course rating system to evaluate golf courses in England. Course rating evaluations are carried out by a team of trained county volunteers. The information is then given to the participation and club support team who provide the club with their Standard Scratch Score (SSS) for each of the tees measured.

You can also apply directly to England Golf to receive a 9-hole course rating. Just go to the England Golf website and fill in the 9-hole course rating form.

Did you know? 

Your tees can be measured for both men and women, providing you with the ultimate flexibility when running competitions.

Who is it for?

Those who may be interested in the course rating system may include:

- General Manager or Secretary
- Handicap Committee
- Event or Competition Organiser

How to access it

For details of when your club will be course rated please contact your County Union/Association. To access the 9-hole course rating form visit www.englandgolf.org/nineholegolf

Contact

For more information on course rating please contact the Participation and Club Support department. Contact details can be found in the back of the guide.

Did you know?

England Golf is running 30 handicap events across the summer of 2017, see the full list on page 38.

Running a competition

England Golf has a number of resources available to clubs seeking information on setting up and running competitions.

The guidance includes model conditions of competition (England Golf hard card), pace of play hints and tips, different competition formats and advice on managing your start times.

The resources include information on how to maintain a good pace of play on your course.

Who is it for?

Employees and volunteer officials who are responsible for managing tee times, running competitions or administering handicaps. Including but not limited to:

- General Manager or Secretary
- Handicap Committee
- Club Professional
- Event or Competition Organiser
- Junior Organiser

How to access it

To access information on pace of play and managing your start times visit the England Golf Clubhouse www.englandgolf.org/clubhouse

Further information can also be found on the England Golf website, under the handicapping and rules section. This includes the Rules of Golf, Rules of Amateur Status, Handicapping and Competition Advice.

Visit: www.englandgolf.org/handicapsandrules or go directly to the England Golf Clubhouse

Contact

Contact either the Championship or Participation and Club Support department for further information. Contact details can be found in the back of the guide.
Player Pathway and Support

**England Golf Talent Pathway 2013 - 2017**
(April 2015)

**Professional Golf / Olympics**

- England Man
- England Women
- England A
- England Boys U18
- England Girls U18
- Regional U18 (AASE)
- Boys Regional U16
- Girls Regional U16
- County Talent Programmes
- Clubs, schools and development activity

<table>
<thead>
<tr>
<th>Male &amp; Female</th>
<th>Female</th>
<th>Male</th>
<th>Not supported by Sport England Funding</th>
</tr>
</thead>
</table>

**Who is it for?**

For those within the club with a responsibility or interest in developing talented players or improving performance. Including but not limited to:

- Club Professional
- Junior Organiser
- General Manager or Secretary

**How to access it**

Visit [www.englandgolf.org/coaching](http://www.englandgolf.org/coaching) for further details.

**Contact**

For further details please contact the England Golf Performance team at performance@englandgolf.org. For further information on your county’s activities please contact your County Union or Association.

Details can be found at [www.englandgolf.org/aboutus](http://www.englandgolf.org/aboutus).

If your club wants support to develop talented players England Golf can help.

Guidance can be found online through the England Golf website in areas including competitive coaching, athlete development, nutrition and psychology.

What’s more the England Golf YouTube channel has a number of case studies, top tips and interviews with England players. The Performance team can also provide details of the county and national pathway for players.

If you are interested in education the Performance team can advise on a number of opportunities.

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England Golf and County Championships

**Who is it for?**

Those within the club with a responsibility for booking events or organising the competition calendar. Including but not limited to:

- General Manager or Secretary
- Owner or Management Committee
- Director of Golf
- Club Professional
- Competition Secretary

**How to access it**

To play in an England Golf event players can download an entry form or enter online at [www.englandgolf.org/championships](http://www.englandgolf.org/championships).

For general enquiries contact championships@englandgolf.org.

Please check your County Union or Association website for further information on their events.

**Contact**

If your club is interested in hosting an England Golf championship contact the Championship department. Contact details can be found in the back of this guide.

England Golf, County Unions and County Associations all offer a range of events for both top amateurs and club golfers.

The variety of championships on offer cater for all ages and abilities, including individual, team and mixed events. We run a number of events for club golfers including the women’s Medal Finals and PING Women’s Fourball Betterball, the men’s Gold Medal, the mixed Club Team Championship and the Golf Captains’ tournament series.

Playing in a county or national championship can create a buzz amongst your membership and your club can also benefit from hosting a championship.
YOUR MEMBERS CAN RECEIVE MORE FOR FREE by registering to the Member Benefits Programme

Your members will have access to...

- Track their handicap
- Download their official CDH card and view their CONGU handicap online.
- Game Improvement Videos
  - Weekly swing fixes uploaded to their profile and even more tips available to view in the Game Improvement library.
- Opportunities to win exclusive experiences
- Opportunities to win exclusive prizes; £1000s worth of prizes given away each year.
- Member discounts

Your members can join for FREE by visiting www.englandgolf.org/members

Each year, your members receive discounts that could add even more value to your membership. Including, huge savings on Golf Holidays.

To find out more contact: members@englandgolf.org

PROMOTING YOUR CLUB

- Understanding Your Market
- Marketing Support and Case Studies
- Marketing Portal

47 Club Support Guide 2016/2017
Understanding your Market

How well do you know your existing customers and do you know where your future customers are coming from?

In conjunction with a behavioural research company, England Golf has developed nine golfing segments to help you understand what people want and need from their golfing experience and this insight will help you achieve more as a club. Understanding your existing customers will not only allow you to improve retention levels, it will also help you to create products and services for potential new customers.

We have a range of mapping tools that generate the following information:

- An overall member profile – this uses a classification system to create a profile of your existing membership, breaking them down into the nine golfing segments as well as providing an overview of their marketing behaviours and preferences.

- A population catchment map – this plots the local population in line with the nine golfing segments, based on a 10, 20 and 30 minute drive time.

- A member/visitor catchment map – this plots each and every member by postcode and highlights the distance they travel, based on a 10, 20 and 30 minute drive time from your club.

Once you’ve established an improved understanding of your existing members, this information can be used in a number of different ways:

- Inform the retention programme for existing members.
- Inform the marketing plan for recruiting new members.
- Assist in developing new packages to meet the needs of different customers.
- Refine where and how the club promotes its offers.
- Identify specific areas in which to target potential new customers.
- Support the development of new facilities.
- Identify the key purpose and USP of the club.

Your Regional Manager has further supporting guidance as well as the local knowledge and experience to help you make the most of these tools, and will be able to provide potential solutions as well as success stories from other clubs. If your club is looking at facility development or re-purposing, then we are also able to provide a detailed planning development report, complete with supporting guidance.

Who is it for?
Employees and volunteer officials who are responsible for marketing and the recruitment and retention of new members and visitors. Including but not limited to:
- General Manager or Secretary
- Owner or Management Committee
- Marketing Manager or Marketing Committee

Marketing Support and Case Studies

We have a number of guidance notes, templates and tools to support your club’s marketing efforts.

Who is it for?
For those within the club with a responsibility or interest in marketing and promoting the club. Including but not limited to:
- General Manager or Secretary
- Marketing Manager or Marketing Committee
- Club Professional
- Owner or Management Committee

Case Studies
England Golf recognises the great work being undertaken by clubs to create more players, more members and stronger clubs and we want to share this with you.

Together with the other home unions, we have produced case studies which provide a wide range of ideas and best practice. The many subjects covered include ways to recruit junior golfers and steps clubs are taking to increase their revenue.

How to access it
Visit England Golf Clubhouse for case studies and marketing templates.

www.englandgolf.org/clubhouse

Contact
Contact your CDO for further advice or information.
CDO contact details can be found at www.englandgolf.org/CDO.
Marketing Portal

An online marketing resource system is available on the England Golf Clubhouse to create and purchase marketing materials to target a range of customers including adults, women and families.

A selection of marketing collateral is available for Get into golf and Golf Express through the web to print system, including posters, banners and flyers. The editable templates can be personalised for your club and, once complete, you can order to print and have delivered to your door.

Who is it for?
Employees and volunteers who are responsible for marketing within the club.

How to access it
Visit www.englandgolf.org/clubhouse and click on ‘Marketing Materials’.
A user guide and price list can be downloaded.

Contact
Contact your CDO or the Participation & Club Support Team for further advice or information.

PARTNERS AND KEY CONTACTS

> England Golf Departments
> Regional Manager Contacts
> Regional and County Contacts
> Golf and Sports Industry Partners
# England Golf Department Contacts

<table>
<thead>
<tr>
<th>England Golf Department</th>
<th>Description</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Enquiries</strong></td>
<td>General club enquiries</td>
<td><a href="mailto:info@englandgolf.org">info@englandgolf.org</a></td>
</tr>
<tr>
<td><strong>Championships</strong></td>
<td>Championships, entries and Rules of Golf</td>
<td><a href="mailto:championships@englandgolf.org">championships@englandgolf.org</a></td>
</tr>
<tr>
<td><strong>Handicapping and Course Rating</strong></td>
<td>Information on Handicaps and Amateur Status</td>
<td><a href="mailto:handicapping@englandgolf.org">handicapping@englandgolf.org</a></td>
</tr>
<tr>
<td><strong>Governance, Compliance and Safeguarding</strong></td>
<td>Queries regarding child protection, equity and DBS applications</td>
<td><a href="mailto:compliance@englandgolf.org">compliance@englandgolf.org</a></td>
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<td><strong>Marketing and PR</strong></td>
<td>All marketing and PR information</td>
<td><a href="mailto:pr@englandgolf.org">pr@englandgolf.org</a></td>
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<tr>
<td><strong>Participation and Club Support</strong></td>
<td>Day to day golf club enquiries, Centralised Database of Handicaps, England Golf Central and all participation initiative enquiries.</td>
<td><a href="mailto:clubsupport@englandgolf.org">clubsupport@englandgolf.org</a></td>
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<tr>
<td><strong>Performance</strong></td>
<td>England teams and squads, England selections, England Golf Orders of Merit</td>
<td><a href="mailto:performance@englandgolf.org">performance@englandgolf.org</a></td>
</tr>
</tbody>
</table>

# Regional and County Contacts

**England Golf Regional Managers**

England Golf Regional Managers support and oversee the delivery of the actions under the strategic priorities ‘more players’, ‘more members’ and ‘stronger clubs’ within county action plans. They line manage the County Development Officer network and provide support to clubs through a variety of participation and club support initiatives and programmes.

They also work strategically with the Golf Foundation and Professional Golfers’ Association. There are currently eight England Golf Regional Managers.

Contact details for your Regional Manager can be found here by visiting the England Golf website at [www.englandgolf.org/aboutus](http://www.englandgolf.org/aboutus).

**County Development Officers**

Your County Development Officer can support you in a number of areas such as; supporting you to drive participation and membership growth, informing you of new resources, best practice and national trends, connecting you to local and national initiatives, programmes and campaigns.

Contact details for your County Development Officer can be found by visiting the England Golf website at [www.englandgolf.org/aboutus](http://www.englandgolf.org/aboutus).

**County Union and Associations**

County Unions and Associations help support golf development within their counties through the golf development groups, working with the CDO to deliver support to clubs.

Counties also run county competitions, assist with course rating and provide handicapping and rules advice to clubs. They also play an important part of the player development pathway.

County details for your County Union or County Association can be found here: [www.englandgolf.org/aboutus](http://www.englandgolf.org/aboutus).
Golf and Sports Industry Partners

England Golf recognises the important role industry bodies play in growing the game of golf and supporting clubs to be successful. Below is a list of partners which provide services to clubs, paid staff and volunteer officials:

**British and International Golf Greenkeepers Association**
- The British and International Golf Greenkeepers Association (BIGGA) provides events, educational seminars and development opportunities for members. The association also organises the BIGGA Turf Management Exhibition.
- [www.bigga.org.uk](http://www.bigga.org.uk)

**English Federation of Disability Sport**
- The English Federation of Disability Sport is a national charity dedicated to the inclusion of disabled people in sport and physical activity.
- [www.efds.co.uk](http://www.efds.co.uk)

**Club Managers Association of Europe**
- The Club Managers Association of Europe (CMAE) is a non-profit making association with members involved in the management of sports clubs. The CMAE provides an education programme, promotes best practice and and reports on the latest research and trends.
- [www.cmaeurope.org](http://www.cmaeurope.org)

**Club Matters**
- Club Matters is Sport England’s one-stop shop for sports clubs. Club Matters provides free, convenient, practical resources to help you develop and run sustainable clubs.
- [www.sportenglandclubmatters.com](http://www.sportenglandclubmatters.com)

**Golf Club Managers’ Association (GCMA)**
- The GCMA supports golf managers and secretaries through an education programme, networking opportunities and a programme of professional support.
- [www.gcma.org.uk](http://www.gcma.org.uk)

**Golf Foundation**
- The Golf Foundation is a charity committed to giving children and young people the opportunity to experience golf and the benefits it has to offer. Initiatives include the Junior Golf Passport and HSBC Golf Roots.
- [www.golf-foundation.org](http://www.golf-foundation.org)

**Professional Golfers’ Association (PGA)**
- The Professional Golfers’ Association (PGA) educates and trains PGA Professionals to degree level with the very latest skills and expertise to operate in all areas of golf.
- [www.pga.info](http://www.pga.info)

**STRI**
- STRI is the world’s leading consultancy for design, research and management of natural and artificial sports surfaces.
- [www.stri.co.uk](http://www.stri.co.uk)

**UK Golf Course Owners Association**
- The UK Golf Course Owners Association (UKGCOA) is the representative body for commercially minded golf facilities in the UK.
- [www.ukgcoa.com](http://www.ukgcoa.com)

**The Greenkeepers Training Committee**
- The Greenkeepers Training Committee (GTC) is an independent organisation representing British golf club employers and greenkeepers. It is dedicated to improving and promoting the education and training of all golf greenkeepers.
- [www.the-gtc.co.uk](http://www.the-gtc.co.uk)

**The R&A**
- Organises The Open Championship, is responsible for the administration of the Rules of Golf and Rules of Amateur Status, provides support in areas of golf development and course management and supports national associations and federations across the world.
- [www.randa.org](http://www.randa.org)

**Sport England**
- Sport England is committed to helping people and communities across the country create sporting habits for life. This means investing in organisations and projects that will get more people playing sport and creating opportunities for people to excel at their chosen sport.
- [www.sportengland.org](http://www.sportengland.org)