

WORCESTERSHIRE & HEREFORDSHIRE COUNTY GOLF PARTNERSHIP

Development Plan 2009-2013

Produced by Warwick Holland on behalf of:
Worcestershire Union of Golf Clubs
Worcestershire and Herefordshire Ladies County Golf Association
Worcestershire Professional Golfers' Association



"Taking Golf forward in Worcestershire and Herefordshire"

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Key to Abbreviations

WSP	Whole Sport Plan (England Golf)	NTPM	National Talent Potential Manager
CGP	County Golf Partnership	CJO	County Junior Organiser
CSP	County Sports Partnership	EGP	England Golf Partnership
CU	County Union	PGA	Professional Golfers' Association
CA	County Association	RDO	Regional Development Officer
CWO	County Welfare Officer	CDO	County Development Officer
GF	Golf Foundation	RCDO	Regional Coaching Development Officer
NVM	National Volunteer Manager	PESSYP	Physical Education and Sport Strategy for Young People

Section One

Introduction

This Development Plan is based on information gathered from The English Golf Union, The English Women's Golf Association, The Golf Foundation, The England Golf Partnership, Sport England, The Whole Sport Plan II (2009-2013), The Worcestershire and Herefordshire Ladies County Golf Association, The Worcestershire Union of Golf Clubs, The Worcestershire PGA, local golf clubs and facilities.

Golf is still identified as one of the top ten sports in England and it is hoped that, with the successful implementation of the WSP, there will be some continued changes to English Golf. To achieve success and ensure effective delivery there continues to be a 'ONE VOICE' structure that embraces men, women, professional, amateur, the able-bodied and disabled. The formation of the EGP brought the National Governing Bodies (NGB's) of Golf in England together and this structure is now being mirrored at a local level in the form of County Golf Partnerships (CGP).

The core objectives of the Worcestershire and Herefordshire County Golf Partnership are as follows:

- To introduce more people to the game regardless of age, gender, background, disability or ethnicity.
- To provide opportunities for people to sustain their involvement and to participate regularly in golf.
- To make it easier to join a golf club by improving accessibility and affordability.
- To increase the number of members of affiliated golf clubs within the Worcestershire area, specifically targeting lady members in the Herefordshire area.
- To undertake the training and support of volunteers required to implement a development plan.
- To promote and implement standards of good practice in safeguarding children and equity.
- To liaise closely with the Partnership member organisations.
- To liaise closely with the English Golf Union (EGU), the English Women's Golf Association (EWGA), the Professional Golfers Association (PGA) and The Golf Foundation.
- To support the development of golfing talent by working with the appropriate bodies.

These objectives are very broad but further detail is provided under 'Action Planning'.

Section Two

Worcestershire and Herefordshire County Golf Partnership

2.1 Development

The County Golf Partnership brings together the organisations that run men's and women's golf and the professional coaches, creating one voice towards developing the future of golf in Worcestershire and Herefordshire. It brings national initiatives and resources to the county to lead where necessary and bolster the efforts of the individual associations, clubs and facilities.

2.2 Activities

Many resources and funding opportunities exist to support the development of golf. The partnership aims to encourage wider access to these funds and in some cases applies for access in its own right.

Section Three

England Golf Partnership

3.1 Development

The England Golf Partnership (EGP) was established to co-ordinate one development plan for golf in England, which is more commonly referred to as the "Whole Sport Plan". As a result of establishing the plan and the EGP, golf attracted investment from Sport England (the agency through which the government implements its sports policy and its investment in all sport in England.)

The EGP is not a new organisation with more staff, nor has it been set up as a rival organisation to the existing organisations. Rather its main focus is 'Growing the Game' and it does this by agreeing a co-ordinated approach which makes the best use possible of existing networks in golf.

3.2 Activities

The England Golf Partnership's main aims during its development have been as follows:

- Establish County Golf Partnerships as a local development aid for golf clubs
- Invest in a Volunteer Strategy to cater for the demands
- Coordinate nationally recognised standards for Safeguarding and Equality
- Identify relevant programmes to bid and invest into (i.e. Club and Coach Programme)
- Assist in the development of the expanding officer network
- Continue to review existing initiatives to ensure greatest impacts
- Explore new initiatives to aid golf development

Further information can be found at www.Englandgolfpartnership.com

Section Four

England Golf Partnership 2009-2013

The England Golf Partnership comprises the English Golf Union (EGU), English Women's Golf Association (EWGA) and the PGA with the support of the Golf Foundation and Sport England. The overarching framework for the partnership is the Whole Sport Plan with national objectives to “Grow, Sustain and Excel.” The Whole Sport Plan 2009-2013 identifies three key outcomes and eight interventions, explained below:

4.1 Outcomes

- **Grow** – 74,600 new regular participants (over age of 16) by 2013.
- **Sustain** – 5% increase in satisfaction levels by 2013
- **Excel** – number of players in the talent pool / number of players with a handicap of scratch or better in the talent pool

Other Sport England measurements will include young people’s participation in accredited clubs, the number of school-club links, the number of volunteer coordinators in high quality clubs and the number of young leaders deployed/trained.

4.2 Interventions

The above outcomes are to be met using the following interventions:

- **Schools and Community** – includes PESSYP, Tri-Golf Resources for Young Leaders, Junior Golf Leader Resources, Golf Roots, Junior Golf Passport, Widening Access (e.g. inclusion and diversity).
- **Clubs** – includes Community Links, GolfMark, Club Workshops, Play Golf Development Programme, Club Coaching Grant, National Skills, Metro Golf (pilot) and Get into Golf Fore Life.
- **Counties** – includes County Golf Partnerships, Volunteering, County Junior Golf Tours and The Club and Coach Programme.
- **Capacity** – includes workforce requirements.
- **Coaching** – includes Coach Education, County Coach Development Programme, Supporting Coaches, Resources, Promotion, Research and Development.
- **Developing Talent** – includes EGU and EWGA Performance.
- **Supporting Implementation** – includes Good Practice, EGP and CGP Communication Support, Promotional Activity at Events, Publications, Websites and Golf Fore Life Marketing.
- **Governance** – includes Merger and Revenue Generation

Section Five

Sport England 2009 – 2013

5.1 Key Areas

Sport England (SE) is the government agency responsible for building the foundations of sporting success, by creating a world-leading community sport system of clubs, coaches, facilities and volunteers. SE want to create a vibrant sporting culture working in partnership with national

governing bodies, national partners, the HE/FE sector, local government and community organisations. Their focus is around three outcomes - growing and sustaining the numbers of people taking part in sport and improving talent development to help more people excel. SE has set five targets which will be used to see if these outcomes are delivered:

- [1]** Grow - One million people taking part in more sport with more children and young people taking part in five hours of PE and sport a week (These targets account for 15% of investment)
- [2]** Sustain - More people satisfied with their sporting experience with 25% fewer 16-18 year olds dropping out of at least five sports (These targets account for 60% of investment)
- [3]** Excel - Improved talent development in at least 25 sports (This target accounts for 25% of investment)

5.2 Delivery

SE invests expertise, resources and both government and Lottery money into community sport. £480 million is invested directly through 46 national governing bodies of sport and there are five open funding streams other organisations can apply to. SE has a statutory role in protecting playing fields and must be consulted if community playing fields are threatened by potential developments. SE provides a wealth of expertise and advice on a range of sports subjects including planning, facilities, coaching, volunteering and sports development. They act as advocates for community sport - bringing together a wide range of partners from local and national government, the commercial sector, higher and further education and volunteering to make the most of their investment in sport.

It is crucial that the England Golf Partnership supports these outcomes through their Whole Sport Plan 2009 – 2013, which filters down into more locally driven groups and clubs. The next section will detail how this will be achieved locally.

Further information can be found at www.sportengland.org

Section Six

Executive Summary

The Worcestershire and Herefordshire County Golf Partnership Development Plan covers a four year period 1st April 2009 – 31st March 2013, following on from and superseding the 2007-2010 Development Plan. Detailed action plans have been drawn up under the following headings (based on the outcomes and interventions of the EGP Whole Sport Plan 2009-2013):

- **Grow (recruitment)** - Aiming to increase the number of people regularly participating in golf in Worcestershire and Herefordshire by 130 players per year; promoting golf club based taster sessions supported by proactive marketing campaigns; working with The Golf Foundation's "Golf Roots" programme, and identifying new partnerships with sports clubs.
- **Sustain (retention)** - Aiming to increase the number of active members of affiliated clubs by 2% by 31st March 2013 and during the same period, increase the number of GolfMark accredited clubs to 25.
- **Excel (player pathway)** - The partnership seeks to promote national initiatives at a local level and enhance the County Academy Programme. As well as identifying potential/talent, the plan seeks to maintain a seamless link between partnership activities and the current elite structures within the county.
- **Governance** - Aiming to establish an efficient management structure that reflects the needs of the county.
- **Coaching** - The partnership aims to support and train 37 Level 1 and 6 Level 2 coaches, as well as supporting new and existing professional coaches to deliver a co-ordinated programme of local and county coaching.
- **Volunteering** – The partnership aims to offer training, support and recognition to volunteers utilising national programmes and awards. A specific action plan will be implemented to ensure the county is in line with the national standards.
- **Safeguarding, Equality and Inclusion (good practice)**- The partnership will share best practice examples via the county website and Club Forum, as well as providing "Safeguarding and Protecting Children" workshops and Equity training. Action plans will be implemented in each area to ensure that the county is adhering with national guidance.
- **Marketing and Communication** - The key areas of the communication strategy are maintaining the County website, introducing quarterly newsletters and running an annual Club Forum.
- **Facilities and Clubs** - Aiming to promote RangeMark to driving ranges, retain information on affiliated clubs, supported by the EGU/EWGA biennial membership questionnaire and keep up to date with capital investment opportunities to support golf clubs seeking to develop their facilities.
- **Monitoring and Evaluation** – A bi-annual review process is outlined to measure the effectiveness of the development plan. The partnership is committed to supporting national requests for information.
- **Financial planning** – Examines the options to raise funds that can be allocated to the partnership development programme with a view to sustaining the plan in the long term.

Section Seven

7.1 Recruitment (Grow)

Golf is a game that anyone can play regardless of age, ability, gender, race and religion but unfortunately there are still negative perceptions of golf that stop people from getting into the game. The W&HCGP is committed to supporting national initiatives within the Whole Sport Plan (WSP) to try to encourage more people into the game, particularly targeting under-represented groups (women, girls, boys, 19-40 year olds) to develop the game of golf within the county.

Aim:

WSP: Grow – 74,600 new regular participants (over age of 16) by 31st March 2013

W&HCGP: To work in line with the national figure by increasing participation in Worcestershire by 130 per year

Objectives:

To deliver, implement and review recruitment programmes and initiatives to increase participation of the target groups that have been identified.

To utilise both junior and adult England Golf Partnership (EGP) initiatives and funding appropriate to “Grow.”

Working with the Golf Foundation (GF) to further develop the Community Links network, club-school links and PESSYP programmes

7.1 Recruitment (Grow)

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
GR1	Increase the uptake of EGU/EWGA Club Coaching Grants	Promote to all golf clubs	CDO	January Follow up in March	Email Forums	£800 awarded to GolfMark accredited clubs from 2010	17 Clubs 2009 20 Clubs 2010 23 Clubs 2011 25 Clubs 2012	Clubs
GR2	Increase the number of clubs making links with the Community and support clubs accessing Community Links funding	Promote to all golf clubs and actively work with councils to promote golf through the community	CDO GF	Ongoing	GF Community Links & Junior Golf Passport "Recruitment and Retention" toolkit	At the discretion of GF RDO	10 Clubs 2009 16 Clubs 2010 22 Clubs 2011 28 Clubs 2012	PESSYP & Community
GR3	Review and extend School Links + Golf Roots + Sports Unlimited	Work with Golf Foundation to set up 4 new PESSYP programmes Run Joint Forums for SSPs and their local golf clubs. Liaise with the GF to produce a "Golf Roots" Action Plan	CDO GF RDO	Ongoing	GF Programmes 6 monthly reviews & meets with PDM/SDO's	GF £2000 p.a. for each PESSYP Programme Forum costs	1 PESSYP 2009 2 PESSYP 2010 3 PESSYP 2011 4 PESSYP 2012	PESSYP & Community
GR4	Junior Development Template	Working party of PGA Professionals and Junior Organisers produce template	CDO PGA JO's SDO		EGU/EWGA Junior Organisers Handbook DCJGS Handbook	Travel & Meeting Expenses	Launch Template at Forum & meet 6 monthly	Clubs Coaching
GR5	Support taster sessions for children and adults at Clubs, Sports Centres & other Sports Clubs	Produce guidelines to enable clubs to approach other sports clubs and associations to offer taster sessions	CDO PGA		Email	EGU / EWGA Club Coaching Grant	Launch Guidelines & activate at 60% of clubs. Devise new funding asst	Clubs
GR6	Support marketing and club membership programs	Set up a working group at each club who will work with the CDO on growth measures in accordance with CGP strategy	CDO WGU	2010	WGU, Sec's, Captains County meetings		30 Clubs to set up Marketing committee by 2013	Clubs
GR7	Increase participation for women and girls	Liaise with the County Association regarding the use of the EWGA Development Grant to run women and girls' sessions.	CDO RDO	2010	EGU/EWGA	£750	Launch programme in 2010	Clubs

7.2 Retention (Sustain)

All golfers should be given the opportunity to continue their involvement in golf for as long as they wish. The W&HCGP will encourage more people to become regular players and be members of an affiliated club by providing sustainable initiatives and programmes that will allow both new and existing golfers to stay within the game.

Aim:

WSP: Sustain – 5% increase in satisfaction levels by 2013

**W&HCGP: To increase the number of active members of affiliated clubs by 2% (based on a stable economic climate)
Assist clubs to achieve full membership quotas
Increase the number of clubs with GolfMark accreditation to 25 by 31st March 2013**

Objectives:

To encourage clubs to work through the GolfMark process and gain accreditation

To reduce existing barriers to playing and club membership

To support golf club members and casual golfers by providing information on the benefits and opportunities of playing golf in Worcestershire and Herefordshire (ladies).

To actively help Worcestershire & Herefordshire golf clubs to access development initiatives and grant aid.

7.2 Retention (Sustain)

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
SUS1	Increase the use of the National Skills Challenge (NSC)	Promote the initiative to all golf clubs	CDO	Ongoing	Email Forums NSC web-site	n/a	15 clubs in 2009 18 clubs in 2010 20 clubs in 2011 22 clubs in 2012	Clubs
SUS2	Retention of 19-40 year old club members, including those in further education	Get clubs to offer flexible membership schemes:- 1. Scaled subscription rates 2. Schemes for limited playing rounds	CDO working with golf clubs & sitting on Membership committees	Ongoing	Promotion via website, email, forums and direct contact	CDO expenses	50% clubs to have programs in place by 2013	Clubs
SUS3	Remove barriers to membership Active development of feeder clubs and starter centres linked to local clubs and their membership committees	Promote:- 1. Trial free memberships 2. Family membership 3. Dress code – smart on course, casual in clubhouse 4. Extended joining fees 5. Payments for member introductions	CDO working with golf clubs	Ongoing	Promotion via website, email, forums and direct contact	CDO expenses	n/a	Clubs
SUS4	Increase the number of clubs with GolfMark accreditation	Promote GolfMark to clubs. Promote those clubs that achieve the accreditation Run a workshop to support clubs who are working towards the accreditation	CDO & RDO	Ongoing Annually	Promotion via website, email, forums and direct contact	CDO expenses	17 Clubs 2009 20 Clubs 2010 23 Clubs 2011 25 Clubs 2012	Clubs
SUS5	Mentors for new members	Promote mentoring schemes	CDO	Ongoing	Promotion via website, email, forums and direct contact	Expenses	n/a	Clubs
SUS6	Customer Service	Promote best practice in golf club customer service	CDO	Ongoing	Website, newsletter, "Recruitment and Retention" toolkit.	Expenses	n/a	Clubs Counties
SUS7	Club Marketing Development Program	CDO working with Clubs/Membership/Marketing Committees	CDO	Ongoing	National EGU schemes & County road shows	n/a	50% participation	Clubs

7.3 Player Pathway (Excel)

It is important that all golfers have the opportunity to develop to the best of their ability and the W&HCGP are committed to support all golfers within the county who have the desire to improve their ability by offering support and guidance.

Aim:

WSP: Excel – Increase the number of players in the talent pool / number of players with a handicap of scratch or better

W&HCGP: **Enhance the framework for The County Academy Programme (funded by Club & Coach) and support its development as part of the WGU and WHLCGA coaching strategies. Ensure that all clubs in the county are participating in the programme.**

Objectives:

Liaise with WGU and WHLCGA to support county coaching and competitive structures so that they complement the National Framework for LTAD, embracing golfers of all abilities.

To utilise both junior and adult England Golf Partnership (EGP) initiatives specific to Player Development.

County Academy Programme (funded by Club & Coach) Development Plan in Appendix 1

7.3 Player Pathway (Excel)

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
PP1	Implement LTAD principles	Incorporate LTAD into County Coaching and Competitive programmes.	CDO WGU WHLCGA	Ongoing	Volunteer time and expenses	Expenses	LTAD in county coaching programmes	Clubs Counties Developing Talent
PP2	Review County Coaching offered by WGU and WHLCGA and develop a player pathway for juniors and adults	Audit of current provision. Identify vision to 2013. Produce document, secure funding. Launch Pathway. Incorporate a transition from County Academy Programme to County Coaching	CDO WGU WHLGA PGA	Annual Review Sept-Oct each year	Volunteer time/expenses Meeting time	Expenses	Produce recommendations for County Player Pathway. Set up working group including County Junior Organiser(s).	Counties
PP3	Identify AASE Colleges and establish links with current activities (if applicable)	To enter in to communication with Solihull college & Worcester University	CDO WHLCGA & WGU	Ongoing	EGP	n/a	n/a	Coaching
PP4	Young Player Development	To enhance the County Academy Programme (funded by Club and Coach) to include players from all clubs throughout the county.	CDO WPGA	April 2009 onwards	EGP Framework Expenses PGA expertise	Club and Coach	Began 2008	Coaching Counties Developing Talent

7.4 Governance

Golf organisations can be seen as fragmented, with no coordination and lack of future planning skills. It is important that all organisations within the delivery pyramid (National, County & Club) move towards a business minded approach to provide effective results. A clear operational structure is needed to provide employed personnel the support that is required to allow projects, initiatives and programmes to have the greatest chance of success. A County Development Officer (CDO) will co-ordinate the W&HCGP's plans, programmes and resources.

Aim:

WSP: To have a view to a merger and ensure management structures are in place.

W&HCGP: **To implement a comprehensive management structure to provide an effective and efficient approach to delivery. To progress the CGP from a planning group to a series of operational groups, each with a strategic view of targets.**

Objectives:

To develop a management structure to carry out the aims and objectives of the CGP Development Plan specific to GROW, SUSTAIN and EXCEL.

To ensure all operational aspects are reviewed and implemented.

To continually review and develop the role and accountability of the CDO within the CGP.

7.4 Governance

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
G1	Maintain a CGP Steering Group and introduce a series of working groups	Draw up a management structure. Identify specific roles and responsibilities. Write role descriptions.	Steering Committee RDO CDO	Ongoing	Volunteer and officer time	No direct costs	Working groups to be operational by April 2010	Governance Capacity Supporting Implementation
G2	To review the role of CDO	Steering Group to review and evaluate the role of the CDO and amend the job description and work programme accordingly. Review type of employment and accountability.	Steering Group RDO	Nov 2009 Annually thereafter	Examples from other counties	No direct costs	Annual review to be completed accordingly	Capacity Supporting Implementation
G3	Obtain further funding to continue appointment of a CDO	Investigate funding sources	Steering Committee	Ongoing	Admin time	n/a	n/a	Capacity Supporting Implementation
G4	Standard Operating Procedures	Ensure CGP Insurance is in place. County and CGP disciplinary procedures	CGP Chairman Steering Committee	Ongoing April 2010	n/a EGU	£300 n/a	n/a Operational by 2010	Supporting Implementation

7.5 Coaching

Golf is a skilful game. For a golfer to fully enjoy the game it is essential that they learn the correct basic skills and etiquette. Through the Professional Golfers' Association (PGA) golf is in a great position of having highly trained individuals to teach these fundamentals and a comprehensive coaching structure to bring new coaches into the sport. The W&HCGP is committed to supporting new and existing volunteer and professional coaches within golf to ensure that the county has a coordinated network of coaches.

Aim:

WSP: To have qualified paid and volunteer coaches.

W&HCGP: To have a minimum of 37 Level 1 and 6 Level 2 coaches in the county by 31st March 2013

Objectives:

To develop a Coaching Infrastructure within the county that ensures an appropriate number of volunteer coaches and professionals are trained to carry out the aims and objectives of the W&HCGP Development Plan specific to GROW, SUSTAIN and EXCEL

To encourage clubs to utilise England Golf Partnership (EGP) initiatives which will assist new and existing coaches to deliver golf to new and existing golfers of all abilities.

7.5 Coaching

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
C1	Continue PGA Level 1 Volunteer Coach Training and select and assist at least 6 PGA Level 2 through training.	Work with PGA to develop local capability to deliver Level 1 training. Work with clubs to identify training candidates. Set up contracts with volunteers – min. 50 hours p.a.	CDO PGA Clubs	Ongoing	Meeting time Cost of trainers Venues for courses Expenses	Coach Education	6 by 2013	Coaching Capacity
C2	Annual review of database and qualifications of PGA professionals and Volunteer Coaches.	Annual questionnaire sent out to individuals on database crosschecked with PGA and GF records. Review training needs.	CDO PGA GF	Jan/Feb every year	Meeting time Expenses	Expenses	Up to date and accurate database	Coaching Capacity
C3	Make Pros and clubs aware of EGP initiatives which will assist in the delivery of coaching to new and existing golfers.	Regular updates issued on clubs accessing grants. Promotion at forums and events.	RDO CDO	Ongoing	Volunteer time Expenses	Expenses	Increase annually of clubs accessing EGP initiatives.	Supporting Implementation
C4	Coaches monthly meetings	Offer monthly training sessions to support the County Academy Programme as well as encourage PGA Pros to share best practice/acquire new skills (e.g. disability training for coaches)	CDO	Ongoing	Venues Trainers	Coach Education	Monthly meetings	Coaching Supporting Implementation

7.6 Volunteering

One of the major strengths of golf is the impressive network of committed and enthusiastic volunteers and it is vital that they are supported.

Aim:

WSP: To develop and maintain a volunteer action plan, to include a method of counting volunteers by 31st March 2010 and implement it during the period to 31st March 2013

W&HCGP: **To produce and implement a volunteer action plan by 31st March 2013**

Objectives:

To produce and implement a volunteer strategy in line with the National strategy, which will provide ongoing support to volunteers, involved in the delivery of golf.

To identify working partnerships and potential sources of funding available to develop and maintain a volunteer structure.

To continually review and develop the role and structure of the W&HCGP

7.6 Volunteering

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
V1	To adopt National Volunteer Strategy and implement at a local level.	Action Plan in appendix 3	NVM RDO CDO and Steering Committee	Ongoing	Meeting time	Expenses	Action plan finalised by March 2010	Counties Capacity
V2	Establish working groups within W&HCGP for: Marketing, Volunteers, Finance, Player Development.	Appoint a representative from the Steering Committee to sit on each working group. Recruit new volunteers to support each group, making it more operational.	NVM CDO Steering Group	Immediately	Volunteer time	Expenses	Working groups operational by April 2010	County Capacity Supporting Implementation
V3	Volunteer training	Level 1 and Level 2 training – see section 7.5 (Coaching) Safeguarding and Equality training – see section 7.7						

7.7 Safeguarding, Equality and Inclusion

No participant, volunteer, job applicant or employee should receive less favourable treatment on the grounds of age, gender, parental or marital status, colour, race, ethnic origin, creed, disability, social status or sexual preference. The safety of all golfers and the protection of children are all of equal importance and must be addressed thoroughly. The W&HCGP is committed to ensuring all aspects of the game of golf in the county are accessible and fair to everyone and to ensure that the safety of all golfers, in particular children is taken seriously.

Aim:

WSP: To achieve the National Governing Body (NGB) requirements for Child Protection and Equality within England.

W&HCGP: **To ensure we mirror the requirements of the NGB regarding Child Protection and Equality and actively promote it within Worcestershire & Herefordshire**

Objectives:

To be proactive in the adoption of NGB guidelines for Child Protection and Equality and develop county procedures to ensure that the game of golf is safe, accessible and fair

To coordinate a county wide approach to Child Protection and Equality

To develop a database of best practice within the county that golf clubs can access to assist them with the development of golf at club level.

7.7 Safeguarding, Equality and Inclusion

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
SE1	Adopt the Children in Golf Guidelines for Safeguarding Children in Golf. Formulate and implement countywide procedures	<u>Action plan in appendix 2</u>	RDO CDO Steering Committee	Action plan in place by March 2010	Volunteer time and expenses	No direct costs	n/a	Supporting Implementation
SE2	Appoint a County Welfare Officer	To support the implementation of the Safeguarding Action Plan	Steering Committee	Immediately	Role description	n/a	By March 2010	Supporting Implementation
SE3	Adopt EGU/EWGA Equity Policy and review recommendations that are sent periodically and that they adhered to.	Sign up to national policy (return CGP acceptance form) Publicise Equity Policy to clubs via the web-site	Steering Committee	Immediately	Meeting time and expenses	No direct costs	Part of GolfMark target of 25 accredited clubs	Supporting Implementation
SE4	Share best practice	Publish examples of best practices on website. Continuously update with examples from Worcestershire and Herefordshire as well as other counties	CDO	Ongoing	Website Officer time	No direct costs	n/a	Supporting Implementation

7.8 Marketing and Communication

Golf is continually being criticised from within and outside of the game for poor communication and lack of promotion and publicity. The W&HCGP is committed to improving communication between all groups within and outside of the golfing environment and to raise the awareness and profile of golf within the county.

Aim:

WSP: Ensure that the Communication Strategy is implemented and reviewed on a regular basis.

W&HCGP: **To communicate with the W&HCGP Partners, golf clubs, golf centres and other golf facilities on all relevant matters.**

Objectives:

To produce and implement a county communication and promotion strategy that reflects the National Strategy.

To liaise with bodies within and outside of golf to support the development of golf within the county

To ensure that the “Sports Partnership Herefordshire and Worcestershire” support the W&HCGP 2009-2013 plan.

To support the national promotion of golf at a local level

7.8 Marketing and Communication

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
MC1	Communication & Promotion Strategy	Steering Group reviews communication and promotion methods and produce strategy for most effective communications including links to County Sports Partnership	Steering Committee	On going	Meeting time	No direct costs	Communication Strategy by April 2010	Supporting Implementation
MC2	Website	To review and update the county website as appropriate with news, initiatives and best practice case studies.	CDO	Ongoing	Web-site Clubs CDO meetings	No direct costs	Achieved/Ongoing (Enhance current website and ensure higher readership.	Supporting Implementation
MC3	Newsletter	Produce quarterly newsletter and circulate to clubs, facilities and partners electronically	CDO	January, April, July, October each year	Contact details	No direct costs	Quarterly Newsletter	Supporting Implementation
MC4	Club Forums	Hold a Club Forum in Feb every year.	CDO RDO	Feb 2010	Officer time and expenses	Buffet Expenses	Increase club feedback each year.	Supporting Implementation
MC5	Press Liaison	Develop and maintain links with key media personnel to promote CGP activities.	Steering Committee	Ongoing	Contact details	No direct costs	n/a	Supporting Implementation

7.9 Facilities

Golf has an extensive network of facilities, including golf clubs, driving ranges and Pitch and Putt courses. It is essential that all of these golfing facilities support the development of golf within the local community. The W&HCGP is committed to analysing the facilities within the county, identifying gaps in provision and reviewing the accessibility of golf to meet the needs of golfers of all abilities.

Aim:

WSP: To produce and implement a national facility and club strategy.

W&HCGP: To produce and implement a county facility and club strategy.

Objectives:

To produce, implement and maintain a local facility strategy, offering opportunities for all standards of golfers, with a focus on a network of beginner friendly facilities.

To utilise England Golf Partnership (EGP) initiatives which will assist the county in improving their golf facilities

To liaise and develop relationships with non-affiliated groups and non-golfing groups that might provide an opportunity to develop golf within the county.

7.9 Facilities

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET	INTERVENTION
F1	Database of club and golf centre facilities	Identify covered and open ranges, putting greens, short game areas, short courses, indoor facilities, all weather facilities, computer and video facilities	CDO	Dec 2009	Email Internet Phone calls	No direct costs	n/a	Clubs Supporting Implementation
F2	RangeMark for driving ranges (golf centres)	Encourage all ranges and centres to apply for RangeMark	CDO	Ongoing	Meeting time Email	No direct costs	5 accredited by 2013	Clubs Supporting Implementation
F3	Support clubs that want to develop their practice and teaching facilities.	CDO to visit clubs wishing to develop facilities. Assist clubs in applying for capital grants. Encourage clubs to develop formal links with local golf centres and ranges	CDO	Ongoing	Meeting time	Expenses	n/a	Clubs Supporting Implementation
F4	Develop relationships with non-affiliated groups.	CDO to liaise with non-affiliated golf facilities. Encourage them to develop formal links with affiliated clubs. Aim to establish links between GolfMark accredited clubs and RangeMark accredited facilities.	CDO	Ongoing	Meeting time	Expenses	All non-affiliated centres contacted by March 2010	Clubs Supporting Implementation

7.10 Monitoring & Evaluation

Historically only limited research has been conducted into any aspect of golf development in England and although this is now being addressed at a national level, there is need to progress this further at a local level. The W&HCGP is committed to carrying out research and evaluation in order to identify and prioritise future focus areas.

Aim:

WSP: To conduct research into all aspects of golf development in England, working in partnership with other bodies to identify priority areas for future investment and to continually measure all golf development initiatives.

W&HCGP: **To conduct research into aspects of golf development in Worcestershire and Herefordshire, working in partnership with other bodies to identify priority areas for future investment and to continually measure all golf development initiatives within the county.**

Objectives:

To identify and carry out any research that is required to monitor trends over time, assess current conditions and evaluate the impact of development strategies.

To continually monitor and evaluate all golf development initiatives within the W&HCGP plan in order to identify where resources are best focused in the future.

To communicate appropriate research findings to as wide an audience as possible both internally and externally

To work in partnership with other golfing bodies to collate research data at a local level to form a comprehensive analysis of golf development in England. To work closely with the Sports Partnership Herefordshire and Worcestershire to enhance research information across all sports in the counties.

To conduct bi-annual reviews (April and October) of the W&HCGP activities across the two counties.

7.10 Monitoring & Evaluation

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING	TARGET
ME1	Bi-annual reviews	Assess every W&HCGP programme against targets and budgets, supplemented by feedback from clubs, facilities and partners	Steering Group	April and October every year	Volunteer time Administration costs	Expenses	Bi-annual reviews completed on time and funding secured accordingly.
ME2	Market Research.	Segment the market and understand segment needs. Focus on girls, and the 19-40 age group.	CDO	Ongoing	Officer time	Expenses and small bursary	Provide CSP with all relevant data to enhance county sport development program
ME3	Satisfaction Survey	Endorse and communicate the Sport England Survey and monitor any findings accordingly	CDO RDO Steering Committee	Ongoing	Officer time CSP support SE Sampling	n/a	n/a
ME4	EGU/EWGA Golf Club Membership Questionnaire	Promote the questionnaire via local contacts, assist in chasing clubs to complete and monitor findings accordingly.	CDO RDO	Every two years	Officer time EGU Web-site	n/a	Increase returns by 25% by 2013

7.11 Finance

For the first time ever the Whole Sport Plan (WSP) represents one clear and succinct investment proposal for all potential backers of the game in the Country. Likewise through the W&HCGP and its development plan more opportunities to access funding and create revenue become available at a local level and the W&HCGP is committed to accessing all available sources.

Aim:

WSP: Revenue generation

W&HCGP: To increase the general revenue generated by golf development programmes in Worcestershire and Herefordshire to support the work of the W&HCGP on an annual basis.

Objectives:

To review the current financial situation of the W&HCGP and agree on a system of accounting, and evaluation

To consider opportunities to increase the income of the W&HCGP through its members and non-golf club members

To develop a marketing strategy that will utilise the development plan of the W&HCGP to interest potential sponsors

To be aware of, and apply for, all possible sources of funding

7.11 Finance

	WHAT	HOW	WHO	WHEN	RESOURCES
FI 1	To review the current financial situation of the W&HCGP and agree on a system of accounting and evaluation. Produce a set of annual accounts.	Steering Committee reviews finances on a regular basis	Steering Committee	Quarterly	Meeting time
FT2	Seek additional funding from National and Local bodies.	Apply for all available grants	CDO RDO	Ongoing	Email Internet Application Forms
FT3	Seek commercial sponsorship.	Market the W&HCGP and its website to the Worcestershire business community	CDO Steering Committee	Ongoing	Website Newsletters Press Releases Develop another Commercial partner e.g.
FT4	Income from Partner Organisations	Review opportunities for long term direct funding via the WGU / WHLCGA through an increase in levies and/or the incorporation of the County Card scheme.	County Union County Association CDO Steering Committee	Ongoing	Meeting time
FT5	Income from Professional Golf Services/Mgt Consultancy	Municipal consultancy (Pitcheroak).	CDO	Ongoing	Redditch Borough Council

TARGET – Secure long term funding arrangements to maintain the Worcestershire & Herefordshire Golf Partnership, managed by an employed County Development Officer and other staff as required in the future.

Appendix 1

County Academy Programme (funded by Club and Coach)

Printed Pages 1 - 15 (following page 39 onwards)

County Academy Programme Budget – (Pages 16 – 17)

County Academy Programme KPI Year One, 2008 – 2009 (Page 18)

Standard 1- Policy		
Criteria	Actions	
1.1	The organisation has a child protection policy	<ul style="list-style-type: none"> The County Golf Partnership (CGP) has reviewed the County Union, County Association and County PGA paperwork and written one policy statement based on the Children in Golf Safeguarding and Child Protection Policy
1.3	The policy is publicised, promoted and distributed to relevant audiences	<ul style="list-style-type: none"> The new CGP policy statement will be posted on the website (Nov 2009) All volunteers and staff working on behalf of the CGP will be issued with the new policy, as part of an induction programme to be scheduled in December 2009
1.4	The policy is approved and endorsed by the relevant management body	<ul style="list-style-type: none"> The Safeguarding and Child Protection Policy has been discussed by the CGP Steering Group and endorsed
1.5	The policy is mandatory for staff and volunteers	<ul style="list-style-type: none"> All staff and volunteers working with children on behalf of the CGP will be required to read and express their endorsement of the Safeguarding Policy. All clubs in receipt of funding from the CGP are required to sign up to GolfMark
1.6	The policy is reviewed every three years or whenever there is a major change in the organisation or in relevant legislation	<ul style="list-style-type: none"> The CGP undertakes to review the policy at least every three years and there is a written commitment to undertake this review

Appendix 2

Safeguarding Action Plan based on National Safeguarding Standards (Completed vs. Outstanding Actions)

Standard 2- Procedures and Systems		
2.1	There are clear and unambiguous procedures in place in respect of child protection, which provide step-by step guidance on what action take if there are concerns about a child's safety or welfare	<ul style="list-style-type: none"> The CGP has adopted the Children in Golf reporting procedures The CGP procedures include local contact information (Child Social Care and Police) The CGP has an Incident Report Form that will be used to report cases to the NGB Lead Child Protection Officer

2.2	The child protection procedures are available to all (including children and young people and their parents/carers) and actively promoted on joining the organisation	<ul style="list-style-type: none"> • All staff and volunteers will be made aware of the reporting procedures and required to follow the procedure • The Incident Report Form will be provided to all staff and volunteers as part of the induction programme. • Details will to be shared with parents
2.4	There is a designated person/s with clearly defined roles and responsibilities in relation to child protection, which are appropriate to the level at which he/she operates	<ul style="list-style-type: none"> • The CGP has not yet appointed a CGP Welfare Officer to coordinate the implementation of the safeguarding action plan. This post is currently being advertised. • The CGP encourages clubs to appoint CWO's and register the post-holder's details with EGU/EWGA
2.5	There is a process for recording incidents, concerns and referrals and storing these securely in compliance with relevant legislation	<ul style="list-style-type: none"> • The CGP have a documented process for recording and reporting concerns, in line with the flowcharts in the CiG Resource Pack. This process includes contact details for the local agencies and NGB contacts. • All volunteers and staff working with children will be advised of the process (and have copy of the process given to them) • Volunteers and staff are given advice on how to respond in the case of receiving a disclosure from a child by attending a SPC workshop
2.6	There is a process for dealing with complaints by parents/carers and by young people about unacceptable and/or abusive behaviour towards children, with clear timescales for resolving the complaint	<ul style="list-style-type: none"> • A "Parental Responsibilities" sheet has been put together – yet to be issued. • Safeguarding Standards will be linked to CGP Disciplinary Procedures which are currently under review.
2.7	There is guidance on confidentiality and information sharing	<ul style="list-style-type: none"> • Volunteers and staff understand the importance of confidentiality in handling concerns and allegations. • The process outlined in 2.5 reflects the need to ensure confidentiality.

All staff and volunteers working with children will be asked to attend an induction evening to walk through the CGP safeguarding policy and procedures and sign up to the Adult Code of Conduct.

Standard 3- Prevention		
3.1	There are policies and procedures for recruiting staff and volunteers who have contact with children, and for assessing their suitability to work with children.	The CGP has a clearly stated policy on what checks are to be made on staff and volunteers who work with children before they are appointed- this should include references, CRB checks, self disclosures
3.2	All those who have significant contact with children complete a self-declaration about previous convictions and are subject to safeguarding checks, as required by legislation and guidance and these are properly recorded.	The CGP: <ul style="list-style-type: none"> Obtains enhanced CRB checks prior to appointment and updates these every 3 years for appropriate people Future CRB checks will be cross-referenced with the self-disclosures
3.3	There are well-publicised ways in which staff and volunteers can raise concerns, confidentially if necessary, about unacceptable behaviour by other staff or volunteers. These include external contacts.	See 2.5 and also: The CGP are currently reviewing the EGU disciplinary procedures and seeking legal advice on the implementation of these at CGP level.
3.4	A safeguarding plan and guidance are in place in relation to transporting children or taking them away on trips, tournaments and tours.	The CGP has: <ul style="list-style-type: none"> A policy for the transport of children. Consent is requested as part of the Parental Consent Form.
3.5	Where there is direct responsibility for running/providing activities, operating standards are set out to ensure children are adequately supervised	<ul style="list-style-type: none"> Supervision ratios are set at 1:8

Standard 4- Codes of Practice and Behaviour		
4.2	The organisation provides guidance on appropriate/expected standards of behaviour of adults towards children and young people	<ul style="list-style-type: none"> The CGP has a code of conduct for staff and volunteers that are consistent with CiG guidance All staff/volunteers will be required to sign up to these codes The intention is for this code to link into disciplinary procedures where the consequences of non-compliance are clearly explained

4.3	There is guidance on expected and acceptable behaviour of children towards other children	<ul style="list-style-type: none"> • The code of conduct for children is currently under review as it is very tournament focused. • The amended code will be issued to all children and parents will be asked to discuss the content with their children (parental responsibilities). • Children sign up to agree to abide by the code and the consequences of non-compliance are clear.
4.4	There are processes for dealing with behaviour that is unacceptable	See 4.2 and 4.3 regarding disciplinary procedures

Standard 5- Equity

5.2	The child protection procedures, guidance and training help staff and volunteers to recognise the additional vulnerability of some children and the extra barriers they face to getting help, because of their race, gender, age, religion, or disability, sexual orientation, social background and culture	<ul style="list-style-type: none"> • All volunteers and staff are required to attend a Safeguarding and Protecting Children (SPC) workshop, preferably golf-specific • The CGP regularly offers SPC workshops within the county to personnel from affiliated clubs
5.5	Processes for dealing with complaints are fair and open to challenge through an appeal process	<ul style="list-style-type: none"> • Disciplinary procedures and complaints processes are currently under review and will be documented and adopted by the relevant committees upon completion

Standard 6- Communication

6.1	Information about the organisation's commitment to safeguard children and young people is openly displayed and available to all	<ul style="list-style-type: none"> • The new CGP CP policy will be published on the web-site
6.2	Children and young people are made aware of their right to be safe from abuse	<ul style="list-style-type: none"> • To be communicated to parents
6.3	Information for young people and for parents is made available about where to go for help in relation to child abuse	<ul style="list-style-type: none"> • See 6.2
6.5	Everyone in the organisation knows who is the designated person for child protection and how to contact them	<ul style="list-style-type: none"> • The County Welfare Officer role is currently being advertised.

6.6	Contact details for the local social services department, police and emergency medical help and the NSPCC Helpline are readily available	<ul style="list-style-type: none"> • These are detailed in a “Useful and National Contacts” section within the CGP Safeguarding pack.
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Standard 7- Education and Training

7.1	There is an induction process for all staff and volunteers who have significant contact with children and young people, which includes familiarisation with the child protection policy and procedures	<ul style="list-style-type: none"> • An induction session is planned to outline the CGP procedures and provide relevant documents/forms/templates to staff, coaches and volunteers
7.2	All staff and volunteers and provided with opportunities to learn about how to recognise and respond to concerns about child abuse	<ul style="list-style-type: none"> • See 5.2
7.3	Staff and volunteers with special responsibilities in relation to safeguarding children have training to enable them to develop the necessary skills and knowledge and have regular opportunities to update their knowledge and understanding	<ul style="list-style-type: none"> • When the Time to Listen workshop is launched The County Welfare Officer will attend.
7.4	Training is provided to those responsible for dealing with complaints and disciplinary processes in relation to child abuse and inappropriate behaviour towards children and young people	<ul style="list-style-type: none"> • See 5.2 and 7.3

Standard 8- Access to Advice and Support

8.1	Children and young people are provided with information on where to go for help and advice in relation to abuse, harassment and bullying	<ul style="list-style-type: none"> • See 6.1, 6.2 and 6.3
8.2	Designated child protection staff have access to specialist advice, support and information	<ul style="list-style-type: none"> • Yet to be appointed.
8.3	Contacts are established at a local level with the key statutory agencies or locally with the LSCB	<ul style="list-style-type: none"> • See 6.6

Standard 9- Implementation and Monitoring		
9.1	There is a written plan showing what steps will be taken to safeguard children, who is responsible for what actions and when these will be completed	<ul style="list-style-type: none"> • There is a child protection and safeguarding policy statement and accompanying procedures, • This template has been updated to highlight areas that need attention.
9.2	The resources essential for implementing the plan are made available	<ul style="list-style-type: none"> • The CGP budget reflects the need to allocate resources to the area of safeguarding
9.3	Policies and procedures are reviewed at stated intervals, ideally at least every three years, and revised in the light of changing needs; changes in legislation and guidance; experience	<ul style="list-style-type: none"> • The CGP policy states that the policy will be reviewed every 3 years or when there is a major change in legislation.
9.4	Processes/mechanisms are in place to consult children and young people and parents as part of the review of safeguarding policies and practices	
9.5	All incidents, allegations of abuse and complaints are recorded and monitored	<ul style="list-style-type: none"> • See 2.1, 2.2 and 2.5
9.6	Arrangements are in place to monitor compliance with child protection policies and procedures and with recruitment and selection policies and procedures	<ul style="list-style-type: none"> • Currently the RDO oversees the implementation of the action plan and the effectiveness of procedures and will be leading the induction programme.

Appendix 3

Volunteering Action Plan (Completed vs. Outstanding Actions)

<p>Volunteer Framework</p>	<p>A CGP Volunteer Policy is in place A Volunteer Induction Programme to be set up for all new recruits, to be accompanied by attendance at a “Safeguarding and Protecting Children” workshop (if appropriate to the role). Volunteering issues to be discussed at the Management Meetings of the partner organisations. This process will be kick-started with a recruitment drive.</p>
<p>Recruitment</p> <p>To attract more volunteers into golf with a particular emphasis on young people</p>	<p>Role outlines to be put in place for each voluntary role, listing the requirements and time of the post “Golf Volunteering” posters to be utilised to recruit new volunteers, with a view to setting up working groups that report in to a Steering Committee, making the CGP more operational. Birmingham University AGMS and University of Worcester students to be targeted ref. volunteer placements on working groups. A GolfMark Workshop guiding CGP personnel and clubs through the process of collating an evidence file was held in September 2008, significantly increasing the number of accredited clubs</p>
<p>Retention</p> <p>Develop resources and appropriate support e.g. training to help clubs and counties with volunteer retention</p>	<p>Information and examples of best practice are available through the web-site which combined with regular club delegate meetings ensure that volunteers are well informed Clubs are advised of funding and resource opportunities via regular meetings with the County Development Officer, directing them to running sports and sportscoach uk workshops, as well as those run by EGU and EWGA. Proactively promote the Volunteer Co-ordinator role and runningsports workshop</p>
<p>Recognition</p> <p>To recognise and acknowledge the work done by golf volunteers</p>	<p>Awards to date have been linked to County Sports Partnership and Local Authority programmes of recognition. Plan to review other NGB awards and incentives.</p>
<p>Promote</p> <p>County and national website</p>	<p>Examples of best practice and links to other web-sites are featured on the Worcestershire and Herefordshire site.</p>
<p>Monitoring</p> <p>To develop appropriate measures to monitor the impact the volunteer programmes</p>	<p>The number of volunteer delegates is monitored ref. SPC attendance. To date, very few NEW volunteers have been recruited. The plan to set up operational groups has highlighted the need to focus on this area of work. See Section on Recruitment Access the Impact Assessment Forms on the Golf Volunteering website to measure the impact volunteers have. As this may help with the recruitment process.</p>