

GOLFRSA TRANSFORMATION PLAN**ACTION PLAN****2023-2027**

Priority	Key Actions	Target	By Whom	By When	Resource
Transforming & Growing Golf / Enhancing Participation. To facilitate the process for new participants' entry into the game and retaining the existing base	<u>Action 1:</u> GolfRSA to prioritise sectors of the community to grow golf and enhance mass participation with the necessary product offerings i.e. social membership programs, Women in Golf, etc	Implementation of Social Golfer / Flexi club & GolfSixes	GolfRSA	Apr-24	GolfRSA; Unions; HNA
	<u>Action 2:</u> To establish coaching and playing programs for previously disadvantaged individuals nationwide.	All 14 Golf Unions; at least 50 projects/chapters nationwide	GolfRSA; Unions; SAGDB	Completed & Ongoing	GolfRSA; Unions; SAGDB; DSAC; Lotto
	<u>Action 3:</u> To establish coaching and playing programs for previously disadvantaged disabled individuals.	At least 10 projects/schools nationwide	GolfRSA; Unions; SADGA	Completed & Ongoing	GolfRSA; Unions; SADGA; DSAC; Lotto
	<u>Action 4:</u> Provide platforms that will enhance the reach of GolfRSA to all levels of golfers eg. Champion of Champions, Nine Hole Challenge	Champion of Champions & Caddie Champion of Champions; Nine Hole Challenge	GolfRSA; Unions; Clubs	Implemented annually since 2018	GolfRSA; Unions; Clubs; Paul Adams / Golf Notions
	<u>Action 5:</u> Formalise a strategy to grow family participation in the sport_such as GolfSixes	Golf Clubs in all regions & SAGDB in all Regions	GolfRSA; Unions; Clubs; SAGDB; SADGA	Apr-24	GolfRSA; R&A; DSAC; Lotto; SAGDB

	<u>Action 6:</u> Utilise "ambassador" roles to promote golf to young people and families	"Ambassadors" from golf and various sport / business sectors	GolfRSA	Apr-24	GolfRSA; Unions; Clubs; Stakeholders; Sports Stars; Celebrities
	<u>Action 7:</u> Formalise a strategy to influence time and cost barriers to golf and mass participation	Social Golfer / Flexiclub; GolfSixes; Equipment	GolfRSA; Clubs	April / May 2024	GolfRSA; R&A; Unions; Clubs; PGA; Golf Industry; Stakeholders
Capacity Development To nurture, develop and encourage previously disadvantaged individuals to serve on the Union executive committees	<u>Action 1:</u> All clubs to promote and communicate the inclusive pathway that exists to gain representation to serve on voluntary Executive Committees and the pathway to Union and National Executive Committees	To continue building diverse voluntary committees that represent social cohesion and unity	Club Management; Club Committees; CMASA	Ongoing	Club Managers; Club Committees; CMASA; Unions
	<u>Action 2:</u> All Unions to promote and communicate the inclusive pathway that exists to gain representation to serve on voluntary Executive Committees, or as Team Managers, Selectors, Coaches and Referees	To continue building diverse voluntary committees that represent social cohesion and unity	GolfRSA; Union President; Union Executive; Clubs	Ongoing	GolfRSA; Unions; CMASA; Clubs
	<u>Action 3:</u> Implement a young leaders program with training and development around leadership, governance, administration and principles of executive representations	Affiliated Golf Club members under the age of 40, with emphasis on black and female	GolfRSA; CMASA	Dec-24	GolfRSA; CMASA; R&A; DSAC; Lotto

Human Capacity Development Ensuring that all who work in the golf industry, are able to access skills development	<u>Action 1:</u> GolfRSA and clubs to provide development and training opportunities to staff including empowering them to upskill themselves	Training and upskilling by Clubs, CMASA and GolfRSA is being done country-wide	Affiliated Clubs; CMASA; PGA of South Africa; GolfRSA	Ongoing	Club Managers Association of SA; Affiliated Clubs; PGA of South Africa; GolfRSA
Employment Equity Subscribing to the equity policies that allows for the promotion of PDI's	<u>Action 1:</u> GolfRSA, Unions and Clubs to apply affirmative action principles as part of their employment policies	All partners / stakeholders	GolfRSA; Unions; Clubs; SAGDB; SADGA	Ongoing	GolfRSA; Unions; Clubs; SAGDB; SADGA
Gender Equality / Balance Ensuring that gender demographics are promoted	<u>Action 1:</u> Amalgamation of men's and women's golf at National level	Completed with the formation of GolfRSA in 2016	SAGA; WGSA	Completed	SAGA; WGSA
	<u>Action 2:</u> Amalgamation of Men and Women's golf at Union level	All 14 Golf Unions	Unions	Jan-25	Unions
	<u>Action 3:</u> Create specialised programmes to encourage more women and girls to play golf and work in the golf industry	Women's Leadership Program; GolfSixes	GolfRSA; WGSA; Unions	Mar-24	Unions; Clubs; GolfRSA; R&A
Funding: Allocate at least 30% of GolfRSA affiliation fees to Transformation and Development projects according to action plans via the Development Levy for SAGDB funding and SADGA funding.	<u>Action 1:</u> Allocation of Development Levy within GolfRSA Affiliation fees	Annual Review	GolfRSA; SAGDB; SADGA	Completed and Ongoing since 2018	GolfRSA affiliated golfers
	<u>Action 2:</u> Allocate the development levy funding to support GolfRSA members SAGDB and SADGA	Annual Review	GolfRSA	To be disbursed by the National Federation - 31 August annually	GolfRSA affiliated golfers

Golf Integration Ensuring a unified body exists for the delivery of golf initiatives to all who want to play golf	Action 1: Integration of Golf - South African Disabled Golf Association - South African Golf Development Board	Completed	GolfRSA	Completed 2019	GolfRSA; SAGDB; SADGA
Governance As custodians of the game, good governance must exist, thereby ensuring that the delivery of goals and objectives can be achieved	Action 1: All unions to annually submit detailed audited financials or, where applicable, audited financial reports, reflecting development funding / usage as a separate line item supported by detailed spend analysis	Immediate and ongoing	Unions	Union financial year end	Unions
Team Selection	Action 1: National Teams Selection Criteria as set by GolfRSA	Implemented and ongoing	GolfRSA	Completed	GolfRSA
	Action 2: International exposure for transformation and development players	International tournaments	GolfRSA; SAGDB; SADGA	2023	GolfRSA; SAGDB; SADGA; DSAC; Lotto
Representation To promote representation of PDIs through GolfRSA and Union funded development, coaching, skills development and playing projects	Action 1: Utilise SAGDB to implement development projects in all 14 Golf Unions, focusing on PDI and girls. Focus on growing participation of previously disadvantaged individuals in tournaments	<u>All Junior Level representation (boys)</u> 8 Player Teams = 2 players of colour; 6 Player Teams = 1 player of colour; 4 Player Teams = 1 player of colour; <u>Open Men Premier IPT / Mid Amateur / Country Districts / Challenge IPT</u> = 1 player of colour ; _____ (Women & Girls) <u>IPT and 72 Hole Teams:</u> increase representation of players of colour from current representation of 20% to 40%; <u>Mid-Amateur Women</u> to 25%	GolfRSA; Unions; SAGDB; SADGA	Completed and Ongoing since 2018	GolfRSA; Unions; SAGDB; SADGA

Media / Exposure	<u>Action 1:</u> Celebrate major transformation and development successes through the mainstream media	Article Nos; National 20; Union 5	GolfRSA; Unions; all stakeholders	Ongoing annually	GolfRSA; Unions; stakeholders
	<u>Action 2:</u> Promote the benefits of golf in specific Golf & Health media campaigns, around the physical and mental benefits, that it is a fun and inclusive sport, that it teaches you lessons that prepares you for life	Social media	GolfRSA; Unions; all stakeholders	2023 and ongoing	GolfRSA; Unions; R&A; stakeholders
Procurement To actively seek partners who fulfil our procurement policy and government legislation	<u>Action 1:</u> Procurement to be compliant with government legislation	GolfRSA; Unions	GolfRSA; Unions	Ongoing	GolfRSA; Unions