



## Western Province Golf

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# TRANSFORMATION POLICY 2024 - 2027

## Introduction

There is widespread and common understanding and agreement by all stakeholders that golf in South Africa must continue to transform.

WP Golf undertakes in this Transformation Charter ('the Charter'), as the key agent and motivator, to engage with all stakeholders in participate in shared initiatives, such as capacity building and development, to fulfil transformation goals, within its jurisdiction,

WP Golf further undertakes to align with national transformation objectives. Therefore, it has reviewed the previous Transformation Charters and developed this charter as a guide and framework for the next 4 years.

It is essential that the golfing fraternity and clubs affiliated to WP Golf reinforce ownership of the charter by participating actively to help implement the charter's objectives

WP Golf, on behalf of the golfing community of the Cape Town Metropolitan district, pledge our support to this Transformation Charter and will strive to consciously, through an on-going and planned process, create favourable conditions and opportunities to help ensure the inclusion of all South Africans in the meaningful participation, both socially and competitively, in the game of golf.

## Transformation Pledge

We recognize that great strides have been made in addressing inequality in the golf industry, but inequity still exists for those from historically disadvantaged backgrounds. To be equal, athletes should be afforded the same opportunities irrespective of their success or failure. To be equitable, athletes should get what they need to be justifiably successful.

## WP Golf Transformation Definition

Transformation is a consciously planned process of creating conditions and opportunities that in the future will lead to the inclusion of any South African within the jurisdiction of the Union to meaningfully participate in golf, both socially and competitively, thus enabling them to earn their rightful place in the golfing community.

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## **Transformation Commitment**

As the key stakeholder we pledge to:

Adopt this charter and its goals as our founding principles in continuing to transform golf within the Cape Town Metropolitan district.

Communicate our goals and targets to our members and partners.

Monitor the progress of our members in achieving these goals.

To holistically, including but not limited to the delivery of golf as a sport, use golf to contribute towards attaining social cohesion.

Encourage and lead stakeholders along the transformation and development journey.

Ensure that development strategies align with the objectives of this Transformation Charter.

## **Transformation Strategy**

A core element to sports transformation strategy must be to:

Assist with altering the demographic profile in all aspects of golf

Support fair access.

Foster skill and capability development.

Involve communities and stakeholders to offer participation opportunities to assist with identifying emerging talent.

An effective transformation strategy requires a shift in direction at every level within the sport to mould and propel the future demographic landscape of golf as a sport. This involves assisting to change operational and structural aspects as well as the way individuals think, interact and engage. It is viewed as a process that everyone should undertake voluntarily, and embrace the demands dedication, purpose, and complete involvement fully.

## **Key Challenges in Transforming Golf**

Golf presents unique challenges distinct from other sport which includes:

Economic factors:

High participation costs, including equipment, membership, transport and green fees.

Expensive maintenance and operational costs of golf courses.

Minimal spectator engagement.

Viewed as an elite, exclusive sport.

Historical dominance by white males, requiring a shift in mindset.

A lack of sponsors of amateur golf.

A preference for social golf over competitive play.

Diversity at all levels from junior to senior teams.

## **Roles and Responsibilities of WP Golf are to:**

Implement and monitor realistic, practical indicators.

Nurture meaningful collaborative initiatives with, SAGDB & SADGA.

Support transformation at Clubs.

Golf development with a focus on juniors and school programs.

Talent management and high performance.

Team selection and composition.

Executive and committee composition.

Staff composition.

Procurement policy.

Synergy and alignment with provincial and national agendas.

## **Roles and Responsibilities of Golf Clubs are to:**

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Welcome new golfers.  
Increase access and affordability.  
Diversify member composition.  
Implement sustainable golf development programs.  
Utilize golf as a sport for holistic development.  
Participate in golf fundraising to aid community development.  
Manage team selection and composition.  
Organize the committee and staff composition.  
Leverage golf for economic development (e.g. procurement, service providers, job creation).  
Support and develop caddy programs.  
Provide opportunities for part-time and full-time employment, as well as learnerships and mentorships

### **Drivers of Transformation**

Education  
Remove barriers  
Change attitudes and representation  
Level playing fields  
Access to equal opportunity  
Inclusivity  
Popularised golf  
Leadership development  
Community development

### **Advantages of Transformation in Golf**

Increase the number of golfers registered.  
Expand the game  
Enhance golf course sustainability.  
Contribute to the identification and development of talent.  
Make golf more inclusive and less viewed as a white male-dominated sport.  
Develop a new "brand" for golf in Cape Town by acknowledging current achievements.  
Promote a healthy society as golf can enhance the mental and physical well-being of communities.  
Develop life skills in the youth through golf, such as etiquette, discipline, respect, honesty, and punctuality.  
Help address antisocial behaviour among youth, such as substance abuse and teenage pregnancy.  
Provide opportunities for part-time and full-time employment, as well as learnerships and mentorships.

### **Critical Success Factors**

Nominate and appoint a Transformation responsible person.  
Plan a proactive implementation strategy.  
Total buy-in from all stakeholders, both internal and external.  
Internal – Executive Committee members, staff, clubs and members.  
External – Government and Provincial funding and sponsors.  
Obtain support from local and provincial governments.  
Engage local government for the allocation of land for the creation of facilities and the maintenance thereof.  
Dispel fears relating to transformation and development.  
Adequate resources to implement, including financial and human resources.  
Dedicated resources to promote the transformation and development of golf as a sport.  
The availability of well-trained coaches, safeguarding officers, and other human resources.  
The development of an efficient and effective talent management program.  
Accessible and affordable memberships.  
Increasing demographic representation in WPG and Club structures in a meaningful manner.

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Recognize that inequality persists for those with historically disadvantaged backgrounds, women, and persons with disabilities, leading to unequal and inequitable opportunities for those who wish to play or work in the golf industry,  
Aim to change golf holistically, not just through sport delivery, through Social Cohesion.

### **Social Cohesion is defined as:**

The willingness of members of a society to co-operate with each other in order to survive and prosper.

### **Obstacles to Social Cohesion are:**

Resistance to change.

Lack of and/or inadequate or insufficient infrastructure, facilities and/or resources.

Lack of funding resulting in reduced exposure for historically disadvantaged individuals.

Translating policy into action, development and exposure.

Limited opportunities for talent identification and promotion of the sport

### **Stakeholder Key Objectives**

All stakeholders to commit to the principles and objectives and undertake to deliver on the following and ensure that:

Golf promotes and encourages Social Cohesion.

Engenders a values system where golf influences the behaviour and attitude of all South Africans.

Sound structure and governance (incl. financial governance) becomes an imperative.

Through equity, we engender fairness.

Making resources available to all who would like to learn or play golf.

All Stakeholders support and undertake to promote golf as a sport of choice.

Unequivocal acceptance of the Transformation Charter.

### **Duties of Stakeholders**

All Stakeholders need to ensure:

An environment where Social Cohesion is understood, including all relevant definitions.

All stakeholders establish and implement structures that allow Social Cohesion to be embraced.

Facilities and resources are accessible and available to all communities.

Give opportunities to anyone who would like to participate in golf as a sport or the industry.

Provide a nurturing environment to attain optimal performance

### **Achievements to date**

The WPG and Affiliate Club Rand-a-Round partnership development initiative has achieved significant success, generating funding for clubs to establish, promote and develop junior golf and player support programs.

Yearly funding received from the SAGA Development Levy in the amount of is allocated monthly to the South African Golf Development Board (SAGDB), and the South African Disabled Golf Association (SADGA) to assist their development and coaching programs.

Junior players have achieved representation in senior teams, notably some years reflecting up to 50% representation.

A yearly successful Caddy League Series, with a new initiative "Adopt a Caddy" launched to support the series.

Any Affiliated player is eligible to participate in WPG leagues and tournaments.

WPG ranked players have access to financial support through the Tournament Players Support Initiatives.

High-performance squad coaching program specifically focuses on WPG top-ranked women and junior girl players

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The introduction of a women's section in the Premier Amateur Tour has led to notable growth in entries since its implementation in 2023. The Executive Committee is inclusive, with significant representation and women constitute 50% of the Executive Committee

**ACTION PLAN 2024 – 2027**

Priorities	Key Actions	By whom	Reviewed when
<p><b>Transforming &amp; Growing Golf / Enhancing Participation</b></p> <p>1. WP Golf to prioritize growing sectors of the community to enhance a greater participation of players with different abilities and aspirations, and suitable memberships</p>	1. Overseeing the partnership of coaching and playing programs for historically disadvantaged players	SAGDB/WPG	Annual review of ongoing projects
	2. Financially assisting the coaching and playing programs for historically disadvantaged disabled players	SADGA/WPG	Annual review of ongoing projects
	3. Providing a coaching program for girls wishing to learn the game	WPG/ coaches	Annual review of ongoing projects
	4. Providing a coaching program and mentoring of junior girl players	WGP/ coaches	Annual review of ongoing projects
	5. Providing a High Performance and Mental strength training for Elite players	WGP/ coaches	Annual review of ongoing projects
	6. Assist clubs to set up junior development programs and financially assist young players through the Rand-a-Round partnership	WPG/Clubs	Annual review of ongoing projects
	7. Offering tournaments and leagues to suit golfers of all abilities and ages. Junior, Open and Senior	WPG	Annual review of ongoing projects

<b>Contd. Transforming &amp; Growing Golf / Enhancing Participation</b>  2. To nurture, develop and encourage women and historically disadvantaged individuals to serve on Club and Union executive committees	1. WPG to promote and communicate the inclusive pathway to serve on voluntary Committees or as Junior development coordinators	WPG/Clubs	Annual review
	2. Assist growing a young leaders program with training and development around leadership, governance, administration and principles of executive representations	CMASA/WPG	Annual review

<b>Human Capacity Development:</b> Creating opportunities for all who work in the golf industry to access skills development	Facilitating development and training opportunities for Union and Club staff to upskill themselves.	CMASA/GolfRSA PGASA/ WPG / Clubs	Annual review
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<b>Employment Equity:</b> Subscribing to the equity policies that allows for the promotion of Historically disadvantaged persons	WPG and Clubs to apply affirmative action principles as part of their employment policies.	WPG/Clubs	Annual review
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<b>Gender Equality / Balance:</b> Ensuring that gender demographics are promoted	Encourage more women and girls to play golf and/or work in the golf industry	WPG/ Clubs CMASA/PGASA	Annual review
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<b>Funding:</b> Allocate GolfRSA/SAGA/WGSA development levy funding and WPG affiliation fees to Transformation and Development projects	Growing existing nodes and creating new opportunities for young players to receive coaching	WPG/ SAGDB/ SAGDA/ Clubs	Annual review
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<b>Golf Integration:</b> Good communication and understanding for the delivery of golf initiatives to all who want to play golf.	Close collaboration with WPG grassroots nodes, SAGDB and SADGA	WPG/ SAGDB/ SAGDA/ nodes	Annual review
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<b>Governance:</b> As custodians of the game, good governance must exist, thereby ensuring that the delivery of goals and objectives can be achieved	Detailed audited financials and/or audited financial reports, reflecting development funding / usage as a separate line item supported by detailed spend analysis	WPG	Ongoing
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<b>WPG Team and Invitational Selectors:</b>	WPG to promote an inclusive panel of Selectors	WPG	Ongoing
<b>WPG Team and Invitational Selection:</b>	Provide opportunities for all players including transformation and development players, based on published selection criteria	WPG	Ongoing

<p><b>Representation:</b> To promote representation through GolfRSA/SAGA/WGSA and Union funded development, coaching, skills development and playing projects</p>	<p>Partner with SAGDB to implement development projects, focusing on HDI's and girls as well as their participation in tournaments.</p> <p><b><u>Junior Level (boys):</u></b> 8 Player Teams = 2 players of colour; 6 Player Teams = 1 player of colour; 4 Player Teams = 1 player of colour;</p> <p><b><u>Open Men Premier/ Mid Amateur / Challenge IPT:</u></b> 1 player of color</p> <p><b><u>(Women &amp; Girls) IPT and 72 Hole Teams:</u></b> Increase representation of players of colour</p>	WPG/ SAGDB	Ongoing
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<p><b>Media / Exposure:</b></p>	<ol style="list-style-type: none"> <li>1. Publish and celebrate all Union and player successes including major transformation and development successes through the mainstream media.</li> <li>2. Assist in promoting the benefits of golf in specific Golf &amp; 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.</li> </ol>	WPG	Ongoing
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<p><b>Procurement:</b> To actively seek partners who fulfil our procurement policy and government legislation</p>	<p>Procurement to be compliant with government legislation</p>	WPG	Ongoing
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