

The R&A Women in Golf Charter

A commitment to a more inclusive culture within golf

We, Radnor Golf & Leisure call on everyone involved in golf to play their part in developing a culture that values women's involvement in every aspect of the sport, from participating to pursuing a career.

- Our aim is to increase the number of women and girls playing and working in golf.
- To achieve this goal and to enable women to flourish throughout golf, we recognise the need for a fundamental shift in culture. There is a clear ethical need for change and the potential economic benefits of growing the sport through more women and girls playing are substantial.
- The R&A commits to playing a leading role in this process and to working with affiliates, partners and the wider golf industry towards achieving this goal.
- In signing this Charter, we Radnor Golf & Leisure commit to making tangible efforts to develop a welcoming and inspiring environment for women. We will do more to attract women into golf, to remain, and to have rewarding careers.

The Charter:

- Is a statement of intent from the golf industry and Radnor Golf & Leisure, to unite and to focus gender balance at all levels
- Commits us all to supporting measures to increase the number of women, girls and families playing golf
- Calls for positive action to encourage women to pursue careers in all areas of the sport
- Recognises the need for change that creates an inclusive environment within golf and our golf club

Signatories commit to activate this Charter by:

- Developing and implementing an internal strategy for enhancing gender balance at every level
- Establishing senior management responsibility and accountability for gender balance and inclusion, which is discussed and reviewed at committee/board level with Radnor Golf & Leisure
- Strongly advocating more women and girls playing and working in golf.
- Working with key stakeholders to develop and embed a more inclusive culture.
- Promoting the Charter and our goal of encouraging more women/girls to play golf and work in golf.

How we at Radnor Golf & Leisure plan to achieve this

1. Continue to lead the way Locally/Nationally when it comes to our truly inclusive embedded club culture.
2. Regularly facilitate Get into Golf activities targeting women/girls whilst supporting England Golf.
3. Promote & support inclusivity within golf whenever possible through all our advertising channels.
4. Clearly advertise & support all membership pathways/activities available to women/girls at the club.
5. Fully support our newly announced Charter Champion achieve his goals/objectives we have created.
6. Establish a new Volunteers/Champions/Mentors group within the club who will become our key assets.
7. Encourage greater female representation throughout our business practises (Board/Committee/Staff)
8. Regularly review our objectives and openly report the results to all at Radnor Golf & Leisure.

Signed on Behalf of Radnor Golf & Leisure:

Managing Director & Owner of Radnor Golf: Jon Barber
Date: 21.01.21

Signed: *J Barber*

Charter Champion & Director of Golf: Matt Tucknott PGA
Date: 21.01.21

Signed: *Matt Tucknott*

These objectives will be embedded into the club business/operational plan and reviewed on an annual basis, to ensure that this inclusive commitment remains robust.

	Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
1	Continue to lead the way Locally/Nationally when it comes to our truly inclusive embedded club culture.	All competitions open to all Gender free tees (tee of the day) Same cost membership structure Equality throughout membership Open to new initiatives/concepts Welcome to further opportunities	Researching, networking and enthusiastic to adopt new ideas if there is the opportunity to stay ahead of the momentum. Offer more equipment, activities and service choices which appeal to the female market. Survey our existing ladies/girls to see whether they can unlock further growth. Challenge our customers/members to come up with ways in which we can become even more inclusive, use our England Golf Club support officer (Brad) on a regular basis to help us maintain our lead position within the County.	Quarterly review back to the club progress, news and successes. Replan or continue with our strategies once assessed, making comments and carrying out processes like SWOT tests to factualise our position. Meet with Brad (England Golf) on a quarterly basis regardless of whether we are engaged with projects with EG or not, at the time to see if there are opportunities to be worked upon. Win or be nominated for some Golf industry awards or at least receive recognition for our contribution towards golf for all, women in golf or similar new initiatives.
2	Regularly facilitate Get into Golf activities targeting women/girls whilst supporting England Golf.	Fully planned coaching program in place (subject to lockdowns or restrictions in place) which has proven results and successfully enables us to offer a full journey from starting to membership. Plan to increase and experiment with ladies/girls only sessions. On average the uptake from ladies in the Golf-4-All (Get into Golf) groups is approximately 2 to 8. Back in 2019 we introduced just under 100 new people to golf of which 21 were ladies, from that number 14 continued to play regular golf and 8 joined our club as members.	Diarise and link the coaching activities to our club website, social media feeds and new monthly newsletter which will increase awareness of our activities. Offer locals schools and other community groups the opportunity to try golf at the club, as well as encouraging businesses who have a target audience of women to use/hire our facilities. We will invite local Brownie and Girl Guides Groups to trial introduction sessions at the club. The invite will go out to all groups within a 5-mile radius of our club and once the girls have done their introduction session they will be invited back with their parents to a series of adult and child session we hope to run later in the year. Ever month during the golf season (April-September) the club will facilitate monthly Get into Golf sessions, hopefully 6 during 2021 (if lockdown restrictions are lifted) which will be continued annually thereafter. If demand is great enough further will be added to the program and these will run alongside our other groups. Specific campaigns like the Women in Golf week in July which England Golf will be pushing will get our full support not only through our social media links but also by making sure the dates of our Get into Golf groups	Department heads to report back to club weekly/monthly/quarterly/annually on how the progress under their responsibility has been progressing. The club will also create an annual report showing what went well and where improvements could be found. Taking out last year's figures and basing everything against 2019's numbers we are aiming at introducing 200 new people to golf in 2021, we will hope as a result of this project to have at least 50 ladies in the golf-4-all groups, resulting in 25 new lady members by the end of the year. Girls, we would be looking for at least 100 through our outreach projects with the Girl Guide Groups, resulting in 25 new junior girl members at the club by 2022. Our target is to carry out 6 open invitation groups to girls (Guides scheme) during 2021 between April and September, more if needed. There 6 Get into Golf group series planned for Ladies during 2021.

			<p>start at a suitable time to link to this promotion. During the lead up to this big week we will promote all our activities on offer at the club which are linked to the campaign and will look to put on extra activities specific like the "Cream Tea Coaching Club" aimed at the social side of golf and should be a big hit with the ladies (and men)</p>	<p>The session starting in July will be co-ordinated to the start date of the women in golf week.</p> <p>The "Cream Tea Coaching Club" will be launched in July as a pilot scheme and once feedback has been gathered and looked at, could be then diarised at a regular time/date as and when needed.</p>
3	<p>Promote & support inclusivity within golf whenever possible through all our advertising channels.</p>	<p>Currently our ad-hoc approach to advertising has mixed results and with no real way of monitoring or assessing the effectiveness of it, this area is somewhat unknown to us especially when it comes to certain messages we are trying to promote.</p> <p>When it comes therefore to specific numbers and knowing our starting point here at the moment, we are aware that it is very hard to quantify what has happened but hence why this is one of our commitments.</p>	<p>In the future we have a more measured approach to our assessment of our business activities. Campaigns like promoting Inclusivity at our facility will be scheduled to tie in with National campaigns alongside our stakeholders to increase a better result as well as regularly, so that the message is consistent, and continuity is maintained.</p> <p>Our Director of Golf will be given the time and resources to facilitate the delivery of this particular part of our plan as well as the monitoring of the effectiveness of it by studying the actual numbers of women, children and other groups of underrepresented people we have at the club.</p> <p>We will achieve by making sure every single week a clear positive/supportive message concerning Women in Golf and Inclusivity reaches our audience through our social media feeds. This has already started by making sure our website's update clearly has 50% of the images on it showing a female perspective or image which is positive, encouraging and clearly shows that Golf is open for all at Radnor Golf and Leisure.</p>	<p>Weekly, monthly and seasonal campaigns will be planned, monitored and reviewed by the person responsible for the delivery of this commitment. The impact of this will be done through studying analytics and knock-on interactions.</p> <p>One of our targets here is to make sure every other advert we put out on social media contains imagery of ladies/girls which would appeal to them and their demands/needs when considering golf as their choice of leisure time. We will look to establish an accurate recording mechanism to monitor how many ladies we have following us and interacting with us online through studying analytics etc.</p> <p>The club will survey our current ladies and girls at the club about what they feel about the imagery we use to promote and support inclusivity at the club and this survey done through Survey Monkey will also be sent to our all our membership so that we also get the opinions of our male members as well. This feedback we get will help us then plan future activities and strategies which will shape the future of further marketing projects. These 2 surveys will be carried out annually and are set for December 1st 2021.</p>
4	<p>Clearly advertise & support all membership pathways/activities available to women/girls at the club.</p>	<p>Whilst we advertise the various membership pathways open to new and existing customers, we could always improve the clarity of this and make it easier for new customers to see this information.</p> <p>Currently the majority of our imagery for membership does contain male golfers and the wording is strongly aimed at men. We may have only one example of Ladies Golf currently being</p>	<p>The club will invest in some new signage which allows new potential members to see all the necessary info even without having to speak to anyone. We will also invest in staff training so that everyone gets fully behind our charter and how to sell some of the concepts like membership.</p> <p>A new fresher approach to membership will be introduced asap, from the beginner golf lessons, to buying the right the equipment, to finding the right time</p>	<p>The golf manager will assess numbers weekly, monthly and annually, establishing where, when and who generates the greatest number of new leads and ultimately new members. The target here is all based on current numbers we have from previous years figures.</p> <p>The Golf Professional has a target of introducing 52 new female members during 2021 and 25 new junior girls. The Golf Shop staff have been asked to record</p>

		advertised by our Club Professional, even though he does a great job introducing ladies to the club.	to play golf with someone else or on their own, to joining the club. There is a pathway already we just need to sell it better and clearly signpost it to everyone.	all new leads they generate when it comes to promoting our activities and pathways in the shop diary so that it can be measured and this new data will set the new targets as we get more comfortable with the new systems.
5	Fully support our newly announced Charter Champion achieve his goals/objectives we have created.	<p>This new position has only just been created and will need our full support to make his role and responsibilities easier to achieve. We have nothing to mark his achievements against but need to give him time to allow his efforts to reap the rewards.</p> <p>As previously mentioned in other sections, we are aware that due to no factual numbers to start with, the benchmark we are working from is unclear but can be established quite quickly now the structure is in place. The new Women in Golf Charter document is at the centre of the goals and objectives we are working towards now and the Charter Champion will have clearly set out objectives to achieve with the club's management team's full help and support.</p>	<p>The management has empowered our Charter Champion to achieve his goals by providing a small budget which can be used to offset some of the costs he may incur whilst facilitating some of his activities. The business will fully back and promote all his objectives and when possible give time and physical help when needed.</p> <p>Regular staff meetings and updates will encourage our other staff to back our charter commitments and by having some specific goals everyone at Radnor can see what they are working towards together.</p>	<p>Targets include increase number of female members and visitors who choose Radnor as their preferred location to spend their leisure time. The successful delivery of this Charter is paramount to the major goal of our Charter Champion and he will be responsible to provide regular reports back to the club and annually to England Golf about his efforts.</p> <p>The management have set a reasonably challenging rolling target of increasing all memberships numbers by 10% each year when it comes to Ladies and Girls. To a large degree most of our Charter commitments targets are going to be facilitated by how successfully the club support the Charter Champion. The whole ethos behind this Charter will become the club's new culture which we hope to embed firmly within the infrastructure of everything we do now and in the future.</p>
6	Establish a new Volunteers/Champions/Mentors group within the club who will become our key assets.	Like point 5, this part of the Charter is completely new for us and therefore currently we don't have such a group but will look forward to creating one and are keen to see how well it will work out for all concerned.	<p>By using the assets found within the Women in Golf portal available to us as a result of our commitment to the charter we will systemically work through those relevant like the promotional ones about mentors and the buddy system etc. I see a new Facebook group being set up to promote new opportunities and the club will allocate some quieter times for new golfers to use the course with their new friends. We will run new events like golfer-non golfer friendly comps and activities which will be communicated out to all in a lot more structured way.</p> <p>I hope that the new groups created will take ownership of their new roles within part of the golf club's growth and development structured plans. The mentors will be seen as ambassadors for not only the club but for everything good about golf and if they wanted to run a competition or social event which celebrated their achievements the club would fully support this and would be open to any suggestion they would like to explore.</p>	<p>In the first year this newly formed group will have very realistic goals based on growth, effort and uptake rather than a set of numbers which may be off putting to volunteers who may well just be doing this for fun rather than a business interest. We as a business though will monitor their effectiveness and support wherever we can by looking at their numbers and successes etc. All their figures will be put into a SWOT assessment and feed back to all parties who share our goals and successes.</p> <p>Our SMART goals within this section for the new formed groups will be to meet up monthly, engage with 10 new members each month, appoint a Head spokesperson who will be invited to attend our club's committee meetings or have regular contact with our Director of Golf whereby they can discuss the effectiveness of the newly formed groups and empower them to set their own targets and goals for the future.</p>

7	Encourage greater female representation throughout our business practises (Board/Committee/Staff)	<p>Whilst we haven't discouraged female representation on our board and committees, sadly we have very little to no visual markers in place. This will change and we are fully committed to this part of our charter.</p> <p>Currently the club does have half of its Directorship made up of females and there are 2 female staff but sadly no ladies on any committee. Please not we don't have a ladies committee or a men's one, we simply have a club committee which is open to ladies and men.</p>	<p>It all starts by opening up the right kind of conversations at the club and actively approaching suitable candidates who may be suitable for any of the roles we would like filling by females rather than our current male dominated settings. We will look to see whether we can find a lady who would like to become our first ever club captain (a role taken by men only in the past) and even some of the less glamorous jobs will now have an open invitation policy in place to encourage more diversity within our ranks and infrastructure.</p> <p>Slowly we will increase our diversity within our infrastructure by positivity encouraging more ladies onboard by asking them and making sure they know they can become more involved. Just because we haven't got any at the moment doesn't mean this will stay that way for ever but we do need to make everyone aware we want this to change.</p>	<p>Targets in this section sadly start at a very low point but based against historical fact if we can start by announcing our first female board or committee member this year that would be a great starting point. We will also look at our current staff and encourage the female staff to become more of a dominant force within the business by taking on new responsibilities and opportunities. Annual reports will show our progress on this element.</p> <p>Our club committee contains 8 people, through rotation we can elect at least 2 new people this year and we would like those 2 new positions filled by ladies if possible. Next time we advertise for staff we will make sure the wording of any advert is appealing to everyone rather than perhaps aimed at men. We will try to increase a more equal male/female split in our workforce going forward if at all possible.</p>
8	Regularly review our objectives and openly report the results to all at Radnor Golf & Leisure	Currently we don't really publish any of our figures to anyone other than our directors. No one would know how the business is doing and whether we have reached or missed any targets set whether they been objectives here in this charter or other objectives set by the owners of the business.	Our new Charter Champion will openly report back to the club how we are doing, whether we have reached our targets set in this Charter and any new ideas/activities we will be doing in the future. This will be done through internal and external publications as well as sharing details directly back to England Golf annually.	<p>Monthly updates where appropriate will be produced so that everyone will be aware of how our commitment to this Charter has affected our business. When possible a steady, consistent, show of growth will be expected but sometimes seasonal figures may make some of the numbers a little inconsistent however our commitment to the Charter will continue to grow with our business.</p> <p>The Director of Golf will produce a new monthly newsletter which will be an excellent way to communicate out to all our members/customers how well we are doing we it comes to our Charter commitments. A lot of our numbers have started from a very low point or even we don't know where we are starting from, however this is one of our major objectives as a result of wanting to be part of this great initiative, we will by the end of 2021 have SMART targets/metrics for each one of our commitments which is based upon what we did this year in preparation for an even better 2022!</p>