

**SOUTHERN CAPE
GOLF UNION**

Transformation Charter

January 2019 to December 2023

Introduction

- ▶ There is widespread and common understanding and agreement by all stakeholders that golf in South Africa must be transformed. GolfRSA is the mandated custodian of the Transformation Charter in South Africa, and thus recognised as the catalyst and driving force to get all stakeholders united in common programs, e.g. capacity building, development, etc. in order to achieve the transformation objectives.
- ▶ It is envisaged that collective buy-in and alignment of this charter be adopted and embraced by all stakeholders in the golfing fraternity. SCGU fully supports and endorses the Transformation Chapter as set up by GolfRSA and have aligned our Transformation Charter to fall in line with the Governing Body.
- ▶ We are active participants in the implementation, control and monitoring of the Transformation Charter



Transformation Pledge

- ▶ SCGU is part of the Golfing Community of South Africa, and we pledge our support to this Transformation Charter and will strive to consciously, through an ongoing and planned process, create conditions and opportunities that will continue to ensure the inclusion of all South Africans in the meaningful participation, both socially and competitively, in the game of golf.
- ▶ We recognize that great strides have been made in addressing inequality in the golf industry, although inequity still exists for those from disadvantaged backgrounds. To be equal, everyone should get the same opportunities irrespective of their success or failure. To be equitable, everyone should get what they need to be justifiably successful.



Equality vs Equity



IN-EQUALITY

“Not all things that are equal, are fair and not all things that are fair, are equal.”



EQUALITY

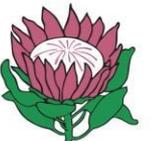
To be equal, everyone gets the same - irrespective of their success or failure.



EQUITY

To be equitable, everyone gets what they need to be justifiably successful.

Eminent Persons Group on Transformation in Sport - 2017



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TRANSFORMATION COMMITMENT

As a Custodian of Golf Within the Southern Cape we pledge to:

Adopt this charter and its goals as our founding principles in continuing to contribute to the transformation Golf in South Africa.

Communicate the targets to our Clubs and partners.

Monitor the progress of our Clubs as well as the Union itself in achieving these goals.

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

Encourage and lead stakeholders along the transformation and development journey.

Ensure that the SCGU Development strategies align with the objectives of GolfRSA 's Transformation Charter.





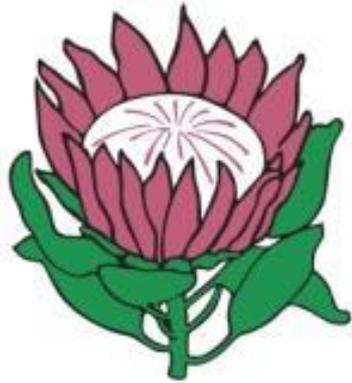
SRSA Transformation Definition

- ▶ According to the Sports and Recreation South Africa's Transformation Charter, transformation is defined as a process of:
- ▶ Holistically changing the delivery of sport, through the actions of individuals and organisations that comprise the sport sector to ensure:
- ▶ Increased access and opportunities for ALL South Africans, including women, persons with disabilities, youth, children and the elderly to sport and recreation opportunities.
- ▶ The socio-economic benefits of sport are harnessed.
- ▶ The constitutional right to participate in the sport of ones choice is recognised.

Transformation Principals

- ▶ Sport and Recreation of South Africa's Transformation Charter describes the establishment of a sporting system that has a focus on the principles of:
 - human capital development;
 - equitable resource distribution;
 - elimination of all inequalities in delivery and creation of opportunities to play sport;
 - increased access to participation opportunities;
 - skill and capability development at all levels and in all areas of activity;
 - greater community involvement through new sport infrastructure development;
 - empowerment of the individual.
 - respect for each other;
 - fair and just behaviour;
 - innovation to continue to give the Southern Cape a competitive edge in world sport; and good governance.



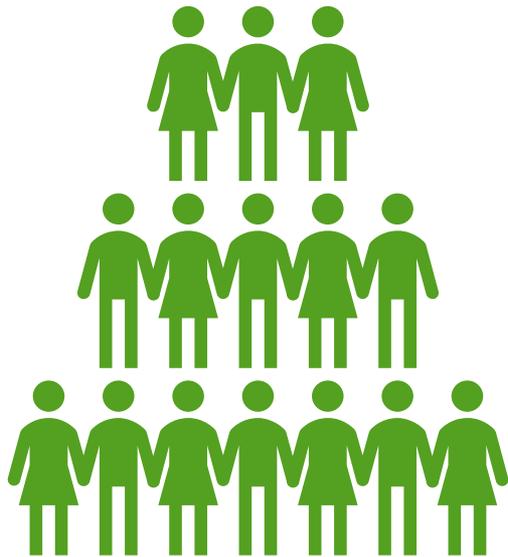


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Southern Cape Golf Union Transformation Definition

- ▶ Transformation is the ongoing and planned process of creating conditions and opportunities that will ensure the inclusion of all South Africans in the meaningful participation, both socially and competitively, in the game of golf in Southern Cape, as well as inclusive administration and employment within the industry.

Social Cohesion



Definition

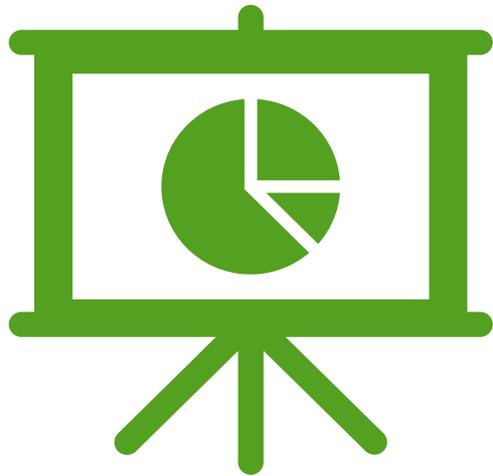
Social cohesion is defined as:

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

Stakeholder Key Undertakings (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 Value system where golf influences the behaviour and attitude of all South Africans.
 - The Structure and Governance (incl. Financial Governance) becomes an imperative.
 - Through Equity, we engender fairness and an impartial attitude.
 - Making Resources available to all who want to play golf.
 - All Stakeholders are involved in the process of creating the vehicle to promote golf as a sport of choice.
 - Unequivocal acceptance of the Transformation Charter.



Duties of Stakeholders

To ensure

- ▶ Facilities and resources are accessible and available to a diversity of communities.
- ▶ An environment where Transformation and Development (Social Cohesion) is understood, including relevant definitions.
- ▶ All stakeholders establish and implement structures that allow Transformation (Social Cohesion) to be embraced.
- ▶ All stakeholders must embrace a positive approach to Transformation (Social Cohesion).
- ▶ All people who would like to participate in golf and the industry, be allowed to do so.
- ▶ An enabling environment for optimal performance.



Transformation Elements

- To engage the key stakeholders in the golfing industry within the Southern Cape on the matter of Transformation.
- To obtain buy-in and support from the key stakeholders within the Southern Cape.
- To identify the roles and responsibilities of the various stakeholders.
- To develop a common understanding of the concepts related to Transformation.
- To develop clear Strategies and Goals for the transformation of golf, including an effective implementation strategy for Transformation.
- Co-ordination of information and working towards common goals.

Critical Success Factors

- ▶ All stakeholders to:
 - Adopt the SCGU and GolfRSA Transformation and Development Charter ;
 - Recognise that a measure of inequality still exists for those from previously disadvantaged backgrounds, for women and for persons with disabilities, who wish to play golf or work in golf, resulting in unequal and inequitable opportunities;
 - Holistically, including but not limited to the delivery of the sport of golf, change golf to ensure social cohesion is achieved;
 - Dispel fears relating to transformation and development;
 - Continue to develop human resources at club/provincial/national federation level through the promotion of PDI's, women and the disabled through affirmative action policies;
 - Engage local government for the allocation of land for the creation of facilities and the maintenance thereof;
 - Nominate/appoint a responsible person for Transformation.



ACTION PLAN 2019 - 2023

Priority	Key Actions & Resolutions	Target	By Whom	By When	Resource
Transforming and Growing Golf/Enhancing Participation To facilitate the process for new participants' entry into the game and retaining the existing base	<u>Action 1</u> SCGU to prioritise sectors of the community to grow golf and enhance participation with the necessary product offerings by engaging with Clubs to make these offers available	Ongoing	SCGU	01/01/2020	SCGU
	<u>Action 2</u> Liaise with Clubs to assist them in their dealings with the relevant government departments/local municipalities to facilitate the extension of golf course leases.	Ongoing - SCGU completed survey for GolfRSA	SCGU	01/01/2020	SCGU
	<u>Action 3</u> To facilitate the identification of possible opportunities / venues in prioritised previously disadvantaged areas to grow the game within the communities .	Ongoing	SCGU	01/01/2020	SCGU



Priority	Key Actions & Resolutions	Target	By Whom	By When	Resource
	<u>Action 4</u> Formalise a strategy to grow family participation in the sport.	Ongoing	SCGU	March 2020	SCGU
	<u>Resolution 5</u> To engage with clubs to be able to formalise a strategy to influence Cost barriers to golf and to grow participation from all sectors of the community.	Golf Union Clubs Retail Partners	SCGU	March 2021	SCGU Staff SCGU Executive Golf Club Executives/Mangers Retail Partners

Transforming and Growing Continue

Priority	Key Actions & Resolutions	Target	By Whom	By When	Resource
Capacity Development To nurture, develop and encourage previously disadvantaged individuals to serve on the union executive committees	<u>Resolution 1</u> The SCGU to increase their current representivity at Executive Level at all levels, including: Team Managers, Selectors, Coaches, Rules Officials, Tournament Staff and Live Scorers.	10% across all levels	SCGU	March 2021	SCGU Staff SCGU Executive Affiliated Golf Clubs SCGU Caddies
	<u>Resolution 2</u> All affiliated clubs to ensure representivity at Executive level to a minimum of 20% - club demographics to increase in support of the national target of 40%.	20% of all club executive committees	SCGU	01/01/2023	Club Executives Club Managers
Human Capacity Development Ensuring that all who work in the golf industry, are able to access skills development	<u>Resolution 1</u> All clubs to provide development and training opportunities to staff, including empowering caddies to upskill themselves.	1 Program within the Union	SCGU Club Executive Committees Club Managers	March 2021	SCGU Executive Club Executive Committees Club Managers
Employment Equity Subscribing to the equity policies that allows for the promotion of PDI's	<u>Resolution 1</u> SCGU and Clubs strive to apply affirmative action principles as part of their employment policies.	10%	SCGU Golf Clubs	March 2021	SCGU Executive Club Committees Club Managers

Priority	Key Action & Resolutions	Target	By Whom	By When	Resource
Gender Equality/ Balance Ensuring that gender demographics are promoted	<u>Action 1</u> Amalgamation of Men's and Women's golf.	Done	SCGU	Done	SCGU
	<u>Action 2</u> Create specialised programmes to encourage more women and girls to play golf and work in the golf industry.	In progress	SCGU	In progress	SCGU
Funding To allow all parties to have access to funding for the development of the game.	<u>Action 1</u> Unions to make application for funding annually. Funds to be used for development of previously disadvantaged individuals and women only.	Annual Review	SCGU	31 July annually (SAGA) 31 March annually (WGSA)	SAGA / GolfRSA WGSA



Priority	Key Actions & Resolutions	Target	By Whom	By When	Resource
Governance As custodians of the game, good governance must exist, thereby ensuring that the delivery of goals and objectives can be achieved	<u>Action 1</u> The Union 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	Complies each year	SCGU	Union financial year end September	SCGU



Priority	Key Actions & Resolutions	Target	By Whom	By When	Resource
Media /Exposure	<u>Action 1</u> Celebrate major transformation and development successes through the mainstream media as well as the Union Website, Club Newsletters and Local News Papers.	Launched and ongoing	SCGU	Launched and ongoing	Affiliated Clubs Golf Union SAGDB SADGA
Procurement To actively seek partners who fulfil our procurement policy and government legislation.	<u>Resolution 1</u> Procurement policy 50% of all spend to be done through companies certified up to BEE Level 4 status.	To comply by June 2021	SCGU	June 2021	SCGU



Priority	Key Actions & Resolutions	Target	By Whom	By When	Resource
Team Selection	<u>Action 1</u> All Teams selected for Representation of the SCGU in SAGA/GolfRSA/National Tournaments to be selected according to the Selection Criteria as set by the National Federations and based on Government prescripts.	Already in place	SCGU	Implemented	SCGU
Representation To promote representation of PDIs through biased meritocracy	<u>Action 1</u> All Junior Level representation (boys) 8 Player Teams <ul style="list-style-type: none"> • 2 players of colour 6 Player Teams <ul style="list-style-type: none"> • 1 player of colour 4 Player Teams <ul style="list-style-type: none"> • 1 player of colour 	Already in place	SCGU	Implemented	SCGU
	<u>Action 2</u> Men's Open Amateur Golf - Premier IPT / Mid Amateur IPT / Country Districts IPT: <ul style="list-style-type: none"> • 1 player of colour per Team 	Already in place	SCGU	Implemented (GolfRSA date is 01/01/2020)	SCGU

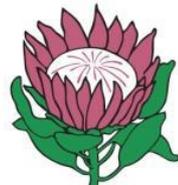
Priority	Key Actions & Resolutions	Target	By Whom	By When	Resource
Team Selection	<u>Resolution 3</u> Women's and Girls Amateur Golf - Women's IPT, 72 Hole Team Championship and SA Girls: <ul style="list-style-type: none"> • 1 player of colour per Team 	1 player of colour per team	SCGU	01/01/2023	SCGU
	<u>Resolution 4 (Women)</u> Focus on growing participation of previously disadvantaged individuals in Mid-Amateur tournaments.	20%	SCGU	01/01/2021	SCGU



TRANSFORMATION SCORECARD

SOUTHERN CAPE GOLF UNION

Launch and Communication of Transformation Charter to GolfRSA	September 2019
Appointment of Transformation officer who will manage Transformation within the SCGU	Already in place
Working Agreement between SAGDB / SADGA / SCGU	Already in place
Ensure minimum representivity within GolfRSA	Already in place



**SOUTHERN CAPE
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CLUBS

Have a formal Transformation Strategy in place based upon the GolfRSA and Southern Cape Golf Union Transformation Charters	Governance	Year 1
Transformation and Development report in SCGU Annual Report	Governance	Year 1
BEE Compliance - all clubs to be at least compliant. BEE Compliance would cover all aspects of Transformation including management, procurement, CSI, Skills Development	Transformation	Year 3
BEE Compliance - all clubs to have improved by one level, where applicable	Governance	Year 5
Ensure minimum 20% representation at Club Committee level	Transformation	Year 3
Representation at League	Transformation	Year 3
Club % increase in PDI members - 40% (national average)	Transformation	Year 5



Signatory Organizations

All Affiliated Golf Clubs within the Boundaries of the Southern Cape Golf Union.

All Teaching Professionals (PGA) within the Golf Union assisting with Union Development Programs - SCGU
Contracted Independent Contractors

South African Disabled Golf Association

South African Golf Development Board