

### The R&A Women in Golf Charter

A commitment to a more inclusive culture within golf

We, Royal Norwich 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 Royal Norwich 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 Royal Norwich, 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 Board level at Royal Norwich.
- 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 and girls to play golf and work in golf.

#### **How we at Royal Norwich Plan to achieve this**

- To achieve ongoing female representation on the Board. This is seen as an essential; for any change to be successful, the tone needs to start from the top and escalated down to other parts of the business.
- To achieve and maintain 20% female representation on all Management Committees and internal management meetings and to offer opportunities for women in all areas of the Club.
- Promoting a membership pathway, for women, girls and families to progress within the club by committing to increasing female membership within the business plan.
- Having a membership with equal access for men and women.
- Adopting an inclusive approach with female and family imagery displayed throughout the clubhouse and website.
- Ensuring peak tee times are equally available to all members.
- Maintaining the change from gender-based tees to ability-based tees..
- Providing on-course toilet facilities for women.
- Promoting juniors and families through a 3 year development plan focusing on recruitment.
- Develop a specific retention strategy for junior girls and those graduating from the RN Scholarship.
- Further develop a range of golf and social activities to appeal to the Women's Membership of all ages.
- Promote women's golfing events.

- Develop women in golf ambassadors including RN's staff so they are able to engage knowledgeably about golf and communicate the positive aspects of the game, including the health and wellbeing aspects.
- Encourage existing male members to introduce their spouses, partners etc to the game and to use the facilities at the Stables.
- Reinforce the RN message that it is an organisation that aims for equality and that there are no gender barriers to any of the roles.

**Signed on Behalf of Royal Norwich:**

David Coventry  
Club Chairman:

Date: 28/5/2021

Signed:



Lesley Smith  
Charter Champion:

Date: 16/6/2021

Signed:



## Purpose

One of Royal Norwich's overriding principles, since it adopted its new business model in 2014, has been equality and it is recognised that some members might see this Charter as a contradiction with that principle. It is not. As noted elsewhere, of the 1,363 club members (at 19 December 2020), 235 are women and girls – 17.2%. However, of these 1,204 are playing members of which 137 are women and girls (11.1%). Royal Norwich aspires to increase the number of women and girl members in line with the European average of circa 25% and the objective of this Charter is to record the positive strategies that Royal Norwich has and will implement to achieve this.

## Objective

It is recognised that achieving the 25% target is dependent on a number of factors and that the only way of guaranteeing this would be to put a cap on recruitment of men. This would clearly be contrary to the requirements of equality legislation and so it is recognised that that target will be a long term one to be achieved by the specific initiatives set out below. In the short term, targets will be set for an increased number of women and girls.

The immediate objective is to increase the number of women and girls playing members of the Club from the current 132 to 250 over the next 5 years.

## Document structure

Royal Norwich has used the R&A/EG template utilising classic strategic planning principles – “where are we now”, “where do we want to go” & “how are we going to get there” and incorporating a “review process”. It has therefore used the template columns as follows:-

- Current situation – “where are we now”
- Commitment – “where do we want to go”
- How this will be achieved – “how are we going to get there”
- Date/Progress/Targets/Comments – “review process”.

As a result the numbering in the Current situation column is a standalone list of items. However, the numbering in the the “Date/Progress/Targets/Comments” column corresponds to the equivalent point in the “How this will be achieved” column.

## Principles

The vision of Royal Norwich is to make golf simple, flexible and accessible to all.

Royal Norwich has gone through a period of significant change in the last 5 years. Most of the headlines surround the sale of the Club's Hellesdon site and its investment in new facilities at the Weston Estate. However, the Club has frequently stated that it has had two projects underway over this period. The obvious one is the physical relocation and development but the other one, and probably the more important, is the cultural change in the Club.

Royal Norwich was formed in 1893 and for the first 115 years of its existence operated as a traditional members club managed by committee and predominantly utilised by retired gentlemen. As the sale of the old site became more of a reality it became apparent that the Club's new facilities would need to be based on a new way of thinking, not just a wonderful course and clubhouse ie it needed a new business model. The way the team went about this is a book on its own which is not the purpose of this document. Suffice to say that a significant degree of research and development took place; one of the key elements being the very revealing messages from the European Golf Course Owners Association 2020 Vision.

If the team was unsure before, this document convinced it that the changes in society in the digital age meant a new business model was an essential, not an aspiration, and that the traditional member's club business model was not one that was suitable for the future.

The key message that was taken from this piece of work was that the new facilities had to be based around the family. To achieve this objective, the starting points were 1) that the Club had to significantly increase its female membership to European norms (circa 25%) and 2) the Clubhouse could not be an intimidating place for families and female members and guests. The Stables, as it has been named, was to be a contemporary space that would be attractive to a much wider clientele.

The strong core values that Royal Norwich has developed since provides a strong foundation to help continue changing the perception of golf and to deliver it in a fun and innovative way. Changing the perception of the game is not easy to do as it is embedded in societal views but it is essential Royal Norwich succeeds in doing its bit to ensure golf is seen as a truly inclusive sport that can be enjoyed by people of all abilities, genders and backgrounds.

Finally it was important to recognise that any change started at the top and that if the Club's Governance reflected equality, then the tone would be the right one. It was difficult to set this intention out on paper, given equalities legislation, but to make sure the point remained at the forefront of our thinking, the following wording was included in the Clubs constitution, the Articles of Association:-

- The Club Captain (who for the avoidance of doubt can be either a lady or gentleman Member) shall be the focal point for Members in respect of their golfing, recreational and social activities.
- The President (who for the avoidance of doubt can be either a lady or gentleman Member) is not required to assume any executive duties at the Club. The Presidential role shall be ambassadorial and as counsel to the management team and members with a primary responsibility to oversee the standard of corporate governance of the Club.
- The Club recognises the importance of a strong Board of Directors and that diversity on the Board should lead to better decisions for the Club as a whole. The Board will regularly monitor its policies to ensure that it takes into account the diversity within our membership and guests. To this end, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation will not limit or restrict election to the Board. With equality in mind, it is the Club's intention that, other than in respect of the first directors, the Board should comprise of at least one lady and one gentlemen director.

A core principle of Royal Norwich's new business model is that we believe encouraging more women, girls and families into golf is integral to the future success of our club and so we are completely committed to pledge our support to the R&A and Women in Golf Charter. We are not doing so as a "tick box" exercise.

### How these principles are being achieved

The steps taken to date are:-

- We continue to encourage and develop Women's, Junior and family golf as a first principle within our business model.
- Since the Club incorporated in December 2016, 4 women have been appointed to the Board and 25% of the current Member Directors are women. In addition, the female Company Secretary/Solicitor is also in attendance at the meetings. Until 2021, we had actively lobbied for some time for female members to put their names forward without success. We have recognised that the way our Articles of Association are structured makes change a slow process so have commenced a review process to make appointments much more flexible.
- All of our membership categories are genderless.
- RN's golf courses are genderless with multiple sets tees. These are colour coded gold (7,200 yards), blue, silver, black and bronze (5,300 yards) to get away from the white, yellow and red that were so stereotypical of the gender based past.
- In addition to our 18-hole course, we have a 6-hole Academy course which is ideal for beginners and juniors to take their first steps onto the course. Given the course only takes one hour to play, it is also ideal for parents to be able to fit in a game and perhaps a bite to eat between school runs. In 2021 it is still a fact that most of these parents are women.
- Our women and girl members are allocated 24 advance pre booked events to cover ladies cup and fun events compared to the men and boys who have 2.
- Our changing facilities are genderless and fitted out and decorated to the same standards which can be interchanged depending on the requirements of the day. Should we have a large women's competition we can utilise the larger of the two changing rooms.
- During renovation of the new site a family room was incorporated into the design with a children's play area outside. Our hospitality areas have been designed specifically to be welcoming and comfortable for families, with a warm and friendly dining and social space.
- Purpose built baby changing facilities have also been incorporated.
- When we were researching the project a story that was relayed to us was that at a conference the golfer Carin Koch was asked "why are women a bigger percentage of members in Europe than in the UK". Her reply "because you tell us what to wear". RN has no dress code other than we expect members to be smart and clean. There is no ban on trainers, denim trousers or collarless shirts on the course or in the Stables. This means that women and girls can wear what they feel comfortable in, not to comply with a set of archaic rules. It has not led to a drop in standards because members police it themselves but it has created a wonderful, casual atmosphere.

- The Stables has been built as planned which was to be a contemporary space that would be attractive to a much wider clientele. We have often stated that one of the biggest mistakes we made in the project was not appointing an interior designer early enough. There was a good reason for this – everyone we spoke to came up with a conceptual design that looked like a traditional golf club. In order to complete this vision, we eventually identified and appointed Kim Partridge to undertake this work. Kim’s specialisation up to that point had been in hotels and high net worth residences, not golf clubs, and her expertise and taste is very evident in the splendid result we now have.

### Outcomes

- The EGCOA 2020 vision and the lessons we learnt from this since 2014 have informed the changes in our cultural strategy for the last 5 years.
- We continue to do things differently to ensure that golf is delivered in a unique and interesting way, accessible to all at an affordable rate so to encourage more people to enjoy the game. “The Royal Norwich Way” has been reported on by a number of publications the most recent being Golf World’s August 2020 “Inside the Revolution” article that states “The question isn’t why has Royal Norwich made this switch – it’s why haven’t more clubs? It may well be that Royal Norwich isn’t a glimpse into the future, but rather a reflection of the here and now.”

### The position to date

Royal Norwich already has a positive track record in gender equalisation in that:

- In 2016 Royal Norwich was the first Club (we believe) to have women holding four of the key official roles, Club Captain, Club President, Ladies Captain and Junior Captain.
- Since the Club incorporated in December 2016, 4 women have been appointed to the Board.
- The Club entrusted the development of a new business model to a Relocation Implementation Sub Committee. 30% of this team of 10 were women.
- The Club’s key professional advisers over this period were the project manager, the course and Stables architects and the interior designer. The Stables architect and the interior designer were both women.
- Our Club has had genderless membership categories since 1993.
- We have a female member of staff on our Greens Staff.
- Of the 7 living Honorary Life Members of the Club, 3 are women.
- Royal Norwich’s membership sections include – Club, Women’s, Seniors and Juniors. Any members wishing to participate in Club events (excluding the Men’s Club Championship) may do so.
- At present 11% of Royal Norwich’s playing membership are women and girls. This was nearer 20% pre the March 2020 lockdown but has been reduced significantly since because 1) a disaffected group left at renewal and 2) the vast bulk of the new recruits since lockdown was lifted on 13 May have been men. Our aim is to increase the number of women and girls playing golf back to 20% by the end of 2021 and then work towards the European average of circa 25%.
- Our Junior Scholarship currently has 88 members (of which 21% are female) who are encouraged to play golf through fun and organised activities. All events are genderless. In the 8 years the Scholarship has been in progress, the Order of Merit has been won 5 times by girls.

- One of our Junior Girls is part of the England Squad and another is an England Golf Ambassador. Both are graduates of our Golf Academy.

### **Adoption**

This Charter was approved in principle by the Board at its meeting on 17 December 2020 and adopted subsequently following the incorporation of suggested changes. It therefore became formal RN policy with effect from 24 December. It has been further reviewed following suggestions by England Golf and the updated version adopted on 28 May 2021.

Royal Norwich is treating the Charter as a live document that will be updated regularly as further initiatives and concepts to improve our Women in Golf objectives are developed

Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
<p>1 To achieve ongoing female representation on the Board. This is seen as an essential; for any change to be successful, the tone needs to start from the top and escalated down to other parts of the business.</p>	<p>1. Although 3 female directors have been appointed since RN incorporated at the end of 2016, until recently there has been no current representation other than the Company Secretary /Solicitor. One able women director was appointed in March 2021 but the process to encourage others is a difficult one given the way RN's governance is drafted.</p> <p>2. Changes are difficult to make in the short term as 5 of the 11 directors are appointed as a result of their roles, 2 are reserved for industry specialist non-executives with only 4 positions reserved for Club members.</p> <p>3. The idea in the first version of the Charter was to do this by increasing the number of Non-executive directors permitted by the Articles of Association. When the work was undertaken this proved to be a limited and costly solution and so was abandoned and replaced as set out in the next column.</p>	<p>1. As noted above, the Articles of Association already state that "With equality in mind, it is the Club's intention that, other than in respect of the first directors, the Board should comprise of at least one lady and one gentleman director.</p> <p>2. The Articles of Association are being rewritten to increase the flexibility on the number of permitted directors (so that co-optees are more easily included) whilst retaining the control balance between member directors and other categories of directors (staff and non-executive).</p>	<p>1. Factual comment only.</p> <p>2. The proposed changes to the Articles of Association will be discussed at the Board meeting scheduled for 24 June 2021 and, if approved, be put to the members at a Special General Meeting due in September 2021.</p>



Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
<p>2 To achieve and maintain 20% female representation on all Management Committees and internal management meetings and to offer opportunities for women in all areas of the Club.</p>	<p>1. We currently have 20% female representation on the Members Committee and other internal Management Meetings 2. We currently employ 1 female Green's Staff with 28% of the workforce being female. 3. Other than the Captains of Ladies and Gentlemen's golf, none of the remaining 7 positions are gender specific. Our constitution makes provisions for these appointments to be dependent on the offices held.</p>	<p>1. By actively promoting these positions linked to appropriate role descriptors that are not gender specific. 2. Continuing to invest and develop women and girls looking to a career in playing or working within the golf industry. 3. These percentages will improve each time a woman is elected to the post of Club Captain, Club Vice-Captain, President or Vice-President all of which are currently men. All communications for nominations for these roles will make explicit reference to the fact that the positions are open to both women and men.</p>	<p>1. Our target is to maintain a minimum of 20% representation on the Members Committee and internal Management Meetings. This is currently being achieved and the position will continue to be monitored 2. We will continue to encourage the recruitment of female employees where the role is not gender specific. 3. Achieved but ongoing situation to be monitored at the annual review (see 3.1 below).</p>
<p>3 Promoting a membership pathway, for women, girls and families to progress within the club by committing to increasing female membership within the business plan.</p>	<p>1. Whilst the words are different, this commitment was the central element in the RN 2017 -2022 vision. As noted above the European Golf Course Owners Association 2020 Vision informed many of the principles adopted in our business plan and have successfully been implemented. More detail on these steps is set out in sections 4 to 15 below. 2. All of our staff are specifically trained to recognise the benefit families bring to our business model.</p>	<p>1. This will be done by completing the other commitments in this Charter. 2. The most important thing is to ensure this process is not "just words" but is built into everyday thinking and actions within the management team. 3. Reintroduce the Rookies initiative but it will be based on the Academy course. The success of the Rookies at Helleston was very much based on the knowledge that beginners could turn up on a Tuesday afternoon and be assured of getting a game with members of a similar ability. The objective of the scheme will be to give newcomers the confidence to progress to the next level and so it will be made available to newcomers for a maximum of 12 months.</p>	<p>1. This commitment is seen as the overall objective of the Charter that will be successfully achieved as a result of the success of the initiatives and targets set out in sections 4 to 15 below. The Charter and the actions required and outcomes will be reviewed at least once a year by the Board. The next review will take place at the board meeting on 24 June 2021. 2. This is already incorporated into staff training routines. 3. Allocate one of the PGA professionals to take responsibility for this initiative and identify a group of women members who are willing to take on the Rookie role on a rota basis. The Director of Golf will appoint one of the PGA professionals to this role by 31 January 2021. That PGA professional will seek to build a team of volunteers so that the scheme can be</p>

	Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
3 continued	3. There is one point not covered in the sections that follow. RN operated a "Rookies Group", that was particularly popular with women, for a number of years. This was set up with the express intention for it to be a group that welcomed and looked after newcomers to golf and helped to integrate them into the game and the club. Whilst initially it was tremendously successful, it gradually became a club within the club and another group with preferential tee times, a right that has had to be withdrawn because of the pressure for tee times post lockdown.	4. Improving the retail experience for women and girls. Rather than increasing the current stockholding thereby creating financial risk, set up fashion weeks with suppliers. This way the woman and girls can attend the sessions, identify items required and place specific orders as opposed to buying what is on display.	4. Implemented by 1 September 2021. Director of Golf has arranged the Fashion weeks with the suppliers. Specific dates are to be announced once Covid restrictions are lifted. 5. Website page at first draft stage. Expected to go live in July once appropriate photographs have been collated (the RN website is very visual). 6. Director of Golf to introduce beginners' pathway such as "Love.golf" by Summer 2021. 7. Will be incorporated in the Love.golf initiative where new women and girl golfers learn out on the course, rather than the traditional use of a practice area or range. 8. Completed – first event will be held on 1 June 2021. 9. Identify members with relevant connections by 30 June 2021 to establish liaisons with women's sports clubs eg hockey, cricket, football and tennis.	
4	1. This is already in place. 2. When the Club incorporated its business in 2016, it removed the requirement for a "proposer" and a "secondor". This means existing gender profiles are not maintained by default.	4. Improving the retail experience for women and girls. Rather than increasing the current stockholding thereby creating financial risk, set up fashion weeks with suppliers. This way the woman and girls can attend the sessions, identify items required and place specific orders as opposed to buying what is on display. 5. Adding a specific page to the website for Women in Golf, incorporating a written explanation of the pathway. 6. Enlist in the Love.golf initiative. 7. Women's "on course sessions" with our PGA Professionals to enable our newer members to the game feel comfortable when venturing onto the course for the first time. 8. Enrol for Women's Golf Day 2021. 9. By introducing a specific initiative to attract women already in sport who are coming to the end of their playing careers but who want to continue with some activity.	1. Achieved.	

Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
5 Adopting an inclusive approach with female and family imagery displayed throughout the clubhouse and website.	1. Some historical imagery, which is predominantly male, remains in the “heritage” part of the building but for all of the other areas, The Stables has been built as planned which was to be a contemporary space that would be attractive to a much wider clientele.	1. Achieved. 2. The web site, which is editable in-house is reviewed on a regular basis to make sure it is fit for purpose. 3. A new page for Women in Golf has been prepared and will be added to the web site as soon as the appropriate photo shoot has taken place. This will include a formal document setting out the pathway for women in golf.	1. Achieved. 2. Ongoing 3. 30 June 2021
6 Ensuring peak tee times are equally available to all members.	1. This is already in place. The Club operates an on-line booking system that allocates tees on a first-come, first-served basis. 2. The women and girls currently have better guaranteed access in that they have more women only competitions and fun days allocated to them than the men to encourage participation.	1. Achieved.	Achieved although utilisation will continue to be reviewed on an ongoing basis.
7 Maintaining the change from gender-based tees to ability-based tees.	1. RN's golf courses are genderless with multiple sets tees. These are colour coded gold (7,200 yards), blue, silver, black and bronze (5,300 yards) not the white, yellow and red that were so stereotypical of the gender-based past. 2. Players are able to choose which tee they play from. 3. These ability-based tees are promoted on our web-site and in associated marketing.	1. Achieved.	1. Achieved.

Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
<p>8</p> <p>Providing on-course toilet facilities for females.</p>	<p>1. There is currently a toilet at the Half Way House situated near the 1<sup>st</sup> and 10<sup>th</sup> tees and the 9<sup>th</sup> green. This is not completely satisfactory as it is unisex and the condition it is left in is not always pleasant for women and girls.</p> <p>2. Further toilet provision was considered when the relocation project plan was prepared. These were not implemented at the time because of budgetary limitations and the difficulty of getting services to the best locations.</p>	<p>1. "Heritage" are contracted to clean it each day and whilst we are utilising the Half Way House in view of Tier 2, it is being cleaned hourly. Permanent cleaning procedures will be adopted for the Half Way House with checklists etc when the Half Way House catering facility changes.</p> <p>2. Further toilet provision will be added near to midway points on each 9.</p>	<p>1. Cleaning procedures – immediate.</p> <p>2. Further toilet provision on the course is to be implemented by 2025.</p>
<p>9</p> <p>Promoting juniors and families through a 3 year development plan focusing on recruitment.</p>	<p>1. We drew attention to England Golf's seven key themes in the "Qualitative and Quantitative Reprovision" Statement submitted as part of RN's 2016 planning application and stated, inter alia, "More players: in line with growing our participation levels, it is our core aim to have facilities that complement a change in Society's needs. Families are fundamental to our plans for the new facilities with increased participation through faster forms of play and ancillary facilities for family use". This evidences that this has been an objective of the Club for some time.</p>	<p>1. Arrange and promote (using member bulletins, social media and where possible local media) family friendly events e.g. Family Fun Day, BBQ's, golfer / non-golfer competitions, competitions open to all sections eg Texas Scramble.</p> <p>2. Organise opportunities to introduce families to get involved with junior and adult sessions running simultaneously.</p> <p>3. Build on success of previous putting and pizza/BBQ evenings, running more of these or other similar events and using this as a way to share further information/hand out information for other opportunities to get involved.</p> <p>4. Juniors to participate in 'Golf Sixes'</p>	<p>1. Target 20 family members to attend each event during 2021.</p> <p>2. Subject to Covid restrictions, organise an introductory family event during Summer 2021. Aim to get 20 families to attend.</p> <p>3. Recommence monthly Pizza, Putting &amp; BBQ evenings in the spring or as soon thereafter as Covid restrictions are removed.</p> <p>4. Junior Organiser will initiate participation in anticipation of lifting of Covid-19 restrictions.</p>



Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
<p>9 continued</p>	<p>2. A Family Trial membership was introduced in August 2020 with limited success. 3. RN's Putt and Pizza evenings trialled over summer 2020 were well received by families. 4. 9 of our Scholarship members also have family as members. 5. On average 60 parents will visit the club when they bring their children to the Scholarship sessions. Most utilise the Stables for breakfasts /refreshments. 21 are also golfers.</p>	<p>5. The lessons learnt from the Family Trial initiative have been included in the new Academy Membership "Get into Golf" programme launched with the help of the England Golf Covid-19 Support grant. 6. Women's and mixed programs that run throughout the year open to members and non-members of the club. Lloyd Jones will initiate further group coaching sessions for beginners. Some will be specifically designed for women, some for mixed groups. 7. Recommend schools outreach programmes.</p>	<p>5. To make a success of the RN Academy Membership. Launched in November 2020 with a "Get into Golf Membership program" whereby members graduate over the course of 1 year during which they have access to our Academy, 6-hole short course. Targets for the initiative are 150 golf lessons and potentially 100 new members. 6. In addition and as a follow on to love.golf. 7. PGA professionals Tim Lond-Caulk and Lloyd Jones to arrange regular visits to schools during 2021 once Covid restrictions are lifted.</p>
<p>10 Develop a specific retention strategy for junior girls and those graduating from the RN Scholarship.</p>	<p>1. Our Junior Scholarship currently has 88 members of which 18 (20.5%) are girls. 2. It is understood that it is difficult for an 18 year old to maintain their enthusiasm for the game when they leave for university, start work and/or have families and their priorities change. Our experience to date is that fewer girls remain in golf than boys and so a retention strategy is required to retain them when they leave the junior ranks.</p>	<p>1. Creating a link between women's and junior sections for progression &amp; involvement and organise activities for both to participate in. During 2021 arrangements have been made to organise specific events during school holidays to allow juniors to participate. This will not be enough on its own as it is expected this initiative will appeal more to the competent/confident young golfer.</p>	<p>1. In place. Introduce a survey at the end of the current year to obtain proper data on which to base further improvements to the progress,</p>



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10 continued	<p>3. RN's 6<sup>th</sup> strategic aim states "To be progressive and not reactive, we must deliver a range of effective memberships that ensure there is a clear members' journey in place from junior through to seniors." This is a significant element of that journey.</p>	<p>2. Introduce some Greensomes type competitions with a junior girl partnering a woman member to take place during the school holidays on the Academy course. This would make the juniors feel more involved, get them out onto the course and hopefully encourage them to stay at the club as they get older. The expectation is this will attract the less competent/confident player. The two initiatives should cover the whole population.</p> <p>3. Introduce a student membership with beneficial terms to encourage member to retain a membership with the Club.</p>	<p>2. The current plans are to hold the first competition during Masters week. This will depend on the then state of Covid-19 restrictions.</p> <p>3. Conditions for a new Student membership category have been drafted and will be presented for adoption at the February 2021 Board meeting.</p>
11	<p>1. The Women's Membership already promotes and arranges regular Fun Competitions.</p> <p>2. Women's advise that most enjoy playing with other women on a regular basis especially competition golf. Some feel intimidated playing with the men on such occasions and have withdrawn their names.</p> <p>3. RN's hospitality areas were specifically designed to be welcoming and comfortable for families, with a warm and friendly dining and social space.</p>	<p>1. Continue to organise and promote a varied selection of activities suitable for all ages and interests.</p> <p>2. Promote all golf events.</p> <p>3. Continue to promote and encourage team involvement in County competitions and friendly matches.</p> <p>4. Several Social Fun competitions organised during the winter months and will continue through the season.</p>	<p>1. Already in place albeit temporarily halted because of Covid restrictions. The full events schedule will be reintroduced by the Director of Hospitality and the Sales and Events Executive as soon as possible thereafter. This is monitored monthly by the Executive team.</p> <p>2. Participation encouraged and monitored regularly and adjust events and fixture list as required.</p> <p>3. In place.</p> <p>4. The Ladies captain will restart the social section 'The Royal Bees' (to which everyone is invited) will be restarted in the new year when Covid, Christmas and winter weather are less of a factor.</p>

Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
11 continued	<p>4. The Stables offers afternoon tea, cooking courses etc to attract women to become involved in the social activities run at the club. Health and Wellbeing seminars and other educational topics to appeal to all ages were commenced. Whilst the development of this has been curtailed because of the pandemic, Pilates and personal gym training sessions have continued.</p> <p>5. The plan for the 348 acres of largely woodland includes a provision for woodland walks/nature trails and cycle tracks to complement the Wellbeing objective.</p>	<p>5. Continue to encourage genderless competitions.</p> <p>6. Fun mixed comps on the academy course which will allow non-handicapped women and girls to join in by allocating them a temporary handicap.</p> <p>7. Starter lessons for mums/parents in groups with tea and coffee afterwards.</p> <p>8. The one hour round time for the 6 hole Academy principle was thought to be an ideal opportunity for those mums who wanted to participate in some sort of sport whilst juggling their busy family lives.</p> <p>9. The first stage of the woodland walks/nature trails has been set out but is not finished to the right standard. This and the cycle tracks will be completed when funds permit.</p> <p>10. By completing the outstanding elements of the Stables Development Plan which will include a herb garden, bee hives, vineyard, cookery school, cookery academy, food demonstrations, floristry courses, chocolatiers etc.</p>	<p>5. Already in place. The vast majority of competitions are Club competitions not for specific genders.</p> <p>6. This is already in place within the Scholarship and will be extended as and when we are successful in our initiatives to bring new women players into golf.</p> <p>7. This will be included in the Love.golf initiative, probably initially by advertising group lessons.</p> <p>8. This will be included in the Love.golf initiative, probably initially by advertising group lessons.</p> <p>9. To be completed in 2022.</p> <p>10. Herb garden completed December 2020. Balance planned for introduction 2021 to 2024.</p>

Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
11 continued	<p>6. RN traditionally held both women's and men's invitation days but these were dropped some years ago as a result of a lack of support.</p> <p>7. Golf is a sport that can be played by the very young and the elderly and just about everybody in between. There is still a perception though, that it is not a sport for the young.</p>	<p>11. Whilst there are a number of Open events that help introduce potential new members to RN, they are all competitive events. The reintroduction of a Women's Invitation day is to be considered to ensure more friends are introduced to the club.</p>	<p>11. Women's invitation day – probably 2022 given RN is hosting the Norfolk Women's AM/AM in 2021, the issues with lack of tee times and the uncertainty cause by Covid that are likely to persist for at least part of 2021.</p>
12 Promote women's golfing events.	<p>1. There is already an established programme of women's section matches and teams (Interclub leagues, cups &amp; friendlies) that raise awareness.</p> <p>2. Royal Norwich takes its turn hosting County Events.</p> <p>3. It believes that by hosting top level Women's events (both professional and amateur) it give it the PR boost needed to inspire local women to try the game and experience golf as the social environment within which they can meet new friends.</p> <p>4. England Girls Championship allocated to Royal Norwich in 2024.</p>	<p>1. Negotiating directly with the R&amp;A, the LPGA and the Ladies European Tour.</p>	<p>1. Chairman involved in direct discussions. 2. First event by 2025.</p>



	Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
13	Develop women in golf ambassadors including RN's staff so they are able to engage knowledgeably about golf and communicate the positive aspects of the game, including the health and wellbeing aspects.	1. Circa 30% of our staff are women and they need good information flows so they understand the game and can act as ambassadors for it.	<ol style="list-style-type: none"> <li>Specific training sessions conducted by the Director of Golf and PGA Professionals for all staff including administration, green keeping and food and beverage.</li> <li>New member lists, which are published on the member hub notice board will be sent directly to the Ladies captain</li> <li>Involve Ladies captain/women members in formal process of welcoming and integration of new members.</li> </ol>	<ol style="list-style-type: none"> <li>Director of Golf to arrange in 2021 once Covid restrictions are lifted.</li> <li>Lesley Smith to circulate to the Ladies Captain at the same time they are circulated to the Board for approval.</li> <li>Ladies Captain to note that until the Board has approved the new members; their status is Courtesy Member in accordance with Article 8.6.</li> <li>Ladies Captain to liaise with Director of Golf to agree approach for each new member.</li> </ol>
14	Encourage existing male members to introduce their spouses, partners etc to the game and to use the facilities at the Stables.	<ol style="list-style-type: none"> <li>Complimentary Stables membership category created to encourage members to introduce spouses, partners etc to the Club. 68 members have joined using this initiative.</li> <li>Family membership discount introduced but take up of less than 10 families.</li> </ol>	<ol style="list-style-type: none"> <li>Communicate the existence of the Complimentary Stables and Family membership categories to all members.</li> </ol>	<ol style="list-style-type: none"> <li>The membership team will include this in the 2021 renewal notices that will go to members in early April 2021.</li> </ol>

Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
<p>15 Reinforce the message that it is an organisation that aims for equality and that there are no gender barriers to any of the roles.</p>	<ol style="list-style-type: none"> <li>1. Royal Norwich has moved away from the traditional perceptions of the game.</li> <li>2. As noted above, the Club has taken many positive actions to implement these principles but more could be done.</li> <li>3. Whilst all of the information about the governance, the roles therein and the culture is available on the Members Hub this is not always appreciated by newer members who do not always read the "small print".</li> <li>4. The more the message gets out, the more people will be keener to help which will reinforce the message of a happy, non-fussy club that will be attractive to new members.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure all communications where club roles are promoted (Board, Club Captain, Club Vice-Captain, President and Club Vice-President) make it clear the positions are not gender specific.</li> <li>2. Articles already include in respect of these positions, the words (who for the avoidance of doubt can be either a lady or gentleman Member).</li> </ol>	<ol style="list-style-type: none"> <li>1. Immediate. The recent notification for nominations for the role of Club Vice-Captain was amended to make this clear.</li> <li>2. Achieved.</li> </ol>
<p>16 Impact measures</p>	<ol style="list-style-type: none"> <li>1. To capture and record a baseline of all the key measures we are committing to within the charter including membership data for our club to determine the impact of the charter.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formally share progress and updates/changes to the charter with England Golf moving forward</li> </ol>	<ol style="list-style-type: none"> <li>1. To provide annual measures to help determine the impact of the charter</li> </ol>

Commitment	Current Situation	How this will be achieved	Date/Progress/Targets/Comments
17 Promotion of the charter	1. To appoint a charter champion utilising the role description provided. The champion will be responsible for the promotion, activation and reporting on the progress of the charter.	1. The club will formally display the charter commitments internally and externally – noticeboards, website, social media, membership packs and utilise the England Golf press release	1. The Charter Champion to provide England Golf with an annual report on progress on commitments made