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EUROPEAN GOLF ASSOCIATION GOLF COURSE COMMITTEE REMIT DRAFT PROPOSAL

Background

In April 2008, a proposal was put forward to form the European Golf Association (EGA) Golf Course Committee (GCC). The driving belief was that golf needed to form a working relationship with the EU to address environmental legislation likely to impact golf course management and development. Formed under the auspices of the EGA, it was to be chaired by an EGA representative who, together with a second EGA representative, would sit alongside Mr Steve Isaac, R&A Director of Golf Course Management, and the presiding R&A Golf Course Committee Chairman.

The R&A provides funding with Mr Isaac acting as coordinator and committee secretary. Since 2010, the Professional Golfers' Association European Tour (PGAET) has also contributed funding.

It was suggested that the EGA GCC would initially only meet when required, but meetings are now held annually, early in the New Year. The Committee is supported by the R&A-funded, EU-monitoring services provided by Burson-Marsteller, whose quarterly reports are circulated widely to R&A affiliates and associates across Europe.

In addition to those representing the EGA and the R&A, the Terms of Reference include members from the PGAET (1), European Golf Course Owners' Association (EGCOA) (1), the European Institute of Golf Course Architects (EIGCA) (1), the Federation of European Golf Greenkeepers' Association (FEGGA) (1), the Professional Golfers' Associations of Europe (PGAЕ) (1) and, following the first meeting held in January, 2009, the Club Managers' Association of Europe (CMAE) (1).

Achievements to date have included:

- 10-step Biodiversity Guidelines
- Participation in a Business and Biodiversity Platform
- Engaging locally in Pesticide Action Plans
- EU Pesticides Directives Fact Sheet
- Engaging locally in EU River Basin Management
- Participation in the EU's Green Week Programme
- "What is Golf" Social, Economic and Environmental Guidance Folder
- Acquisition of support from European Parliamentary members
- Quarterly updates on EGA GCC activities for EGA members from Burson-Marsteller

Recent information has indicated that the R&A will relinquish its administrative role, but will remain funding the EGA GCC in the interest of its environmental outlook. A draft proposal has been forwarded, with the support of members, for a change in EGA GCC remit and renaming.

Current Activities

The EGA GCC was initiated to review issues related to the environmental influence and sustainability of the golf course. Topics include biodiversity, water conservation, pesticide and fertiliser use, soil protection, air quality, land use and agriculture and specific wildlife concerns.

It has recently been indicated that the environmental-related topics imposed at meetings do not fall immediately under some delegates' areas of expertise or interest, despite being the key reason to both shadow the R&A Golf Course Committee, albeit in a specifically European context, and form the committee in the first place. It can be understood that there is frustration in some EGA GCC members' organisations, believing they have much to contribute towards EU policy matters, and other matters of potential importance to golf, that do not surface within the confines of the committee.

Then, it should be asked whether the EGA GCC should only react to the issues, normally environmentally-related, that are submitted by the EU via Burston-Marsteller, or whether the EGA GCC should become more proactive in putting forward its members' expertise. The up-coming parliamentary exhibition will add two pillars of sustainability to the environmental aspect: social responsibility and economics. It is notable that briefing papers for social responsibility are being prepared, jointly, by someone not sitting on the EGA GCC. Furthermore, the introduction of topics such as Education and Taxation, as raised at the last meeting, are specialist areas requiring external advice.

Some member organisations may also have the idea that they do not fit under the EGA's wing.

It could be suggested that rather than EGA GCC's name and remit not being suited to the delegates' current outlook, the delegates' themselves do not fit the current remit.

The EGA's Strategic Plan

It was no coincidence that a number of organisations currently represented on the EGA GCC were invited, for the first time, to the 2012 EGA Annual General Meeting. Their participation was a first step forward in better connecting them with the EGA membership, which represents all aspects of golf, not only sports-wise, but also politically. EGA members are the leading golf authority in each of their respective countries and oversee the health of the game within them. They are responsible for membership numbers, golf courses, handicapping, Rules of Golf implementation, environmental considerations, land use planning, water use, governmental reporting, developing players and coaches, providing opportunities and support for professional golfers, creating playing opportunities for the public and for school children to hit their first golf ball, education, funding acquisition, hosting amateur and professional events and more.

Some nations are fully up-and-running with their procedures while others are looking for a place to get started. The currently feeling within the EGA membership is that there is room for guidance stemming from a European consolidation of skills, expertise, training and advice. The EGA membership does not wish the EGA only to run handicapping and elite amateur events, although the EGA has largely restricted itself to these specific roles in the past. The goal of the new EGA strategic plan is to truly coordinate Europe's golf industry resources. The plan itself is called "Coordinating Success", which, at first glance, may seem to be a reflection of a small organisation with a limited outlook that can only coordinate rather than develop. However, when the resources held in Europe for developing golf are considered, it suddenly becomes much more promising a-theme. Coordination is the way the EGA can and will develop.

The EGA has already engaged GEO in a project to allow all EGA members to speak with one voice on environmental matters related to the golf course. Named "Global Leadership in Sustainable Golf", it may be remarked that the project is ambitious, but, again, it is a matter of targeted coordination among the right golfing organisations with a realistic small input/large gain approach. The EGA membership wants to see

the EGA command a more influential position, but they are not recreating us with direct funding for specified tasks. They first want to know what they are going to receive and then, if approved, contribute to it through the membership fee. The potential for sponsorship is also considerable because of the European level at which the projects are instigated and the EGA GCC's activities will play a key part in the EGA's proposed partnership plan.

The EGA has already discussed various projects with certain EGA GCC members. The CMAE has an excellent set of educational courses for golf course managers, the FEGGA has proposed green-keeper training and assistance through their European Greenkeeping Education Unit (EGEU), and, qualitative issues related to the 2012 EGA Handicapping System could certainly have been discussed in more depth with the European Golf Course Owners Association (EGCOA) prior to release. The PGAE Coaches Circle courses are being promoted through the EGA to make the annual event a regular go-to for those nations in need of coaches' education.

EGA members have further need for information, education and guidance on a number of topics.

Proposed Activities

It has been stated that the EGA GCC should be looking into broader areas than only those related to environmental legislation. However, with the more extensive topics of interest now recognised to be irretrievably intertwined with the environment and sustainability, it could be easily argued that there is enough ground to cover. In addition to the environment, the word "sustainability" can be tied to economic, social, human and business-value and knowledge-growth applications and issues.

In recent months, the members of the EGA GCC have had a taste of new territory with their interest in, and contribution to, a European Economic Impact Study (EEIS). It is likely that, with the impetus for the study being the PGA's desire to present a similar study to the one carried out by the PGAs of America, the study itself led to greater awareness of the goals and tasks being carried out by cooperative golf industry groups such as the United States' We Are Golf (WAG), Canada's National Allied Golf Associations (NAGA) and the Australian Golf Industry Council (AGIC). The names submitted in the draft remit proposal for the EGA GCC's renaming are evidence of this influence. It should be noted that the majority of the funding used to carry-out the EEIS was sourced outside of the EGA GCC's immediate membership.

Also worthy of note is that, in emulating the American study, the European study was less concerned with individual countries' well-being and affairs, but rather wanted to paint a more general picture of the European situation. While this may be considered a good starting point and one that may give adequate information to European Parliament, providing useful comparisons to impress the important role golf plays in European society, the EGA must also concern itself with the welfare of its individual members; all of them. Some members, while contacted, were never intended to be part of the EEIS, as they were not part of the designated study area and/or did not have enough data to impact the study. The EGA is not in a position to be so selective and this illustrates a significant difference between the EGA's situation and any proposed European representative golf council or, indeed, any European representative golfing organisation: Europe is made up of many different countries, each with differing outlooks towards golf.

To this end, any entity representing European golf must embrace and respect each country's actual and potential interests and, as the body representing the principal national golfing authorities in golf-active countries throughout Europe, the EGA is in the strongest position to bring the countries needs to the EGA GCC table and to return any information. The coordination for the communication of data for the EEIS itself was carried forward by the EGA and the EGA has distributed the results.

While it would be useful to review and possibly emulate ideas and projects instigated and carried-out by the WAG, NAGA and the AGIC, the differences between serving one nation and 43 nations necessitates a different approach. Moreover, the funding needed to carry-out projects external to the EGA GCC's current remit may entail putting forward general proposals to the EGA membership and for the EGA to regard opportunities for possible external funding interest.

While some organisations look to the EGA office for instant hand-over funding, they must first look at the applicability of their work to the greater good of golfing nations in Europe. The EGA is currently funded to run European amateur title championships and to deliver and govern handicapping on the continent. However, as many EGA member nations are in need of various levels of assistance in many different areas of golf development, they have indicated that they would happily contribute more membership fees to the EGA if appropriate proposals are presented. Before considering additional staff, it would seem more sensible for the EGA to better connect its membership with the services that already exist by specialists in the industry and, specifically, those organisations represented in the EGA GCC. Therefore, some promise exists for providing the EGA GCC with the funding it needs to become more dynamic in serving the European states and, in turn, the EU parliamentary objectives for our sport. Being truly focussed towards Europe as a whole, country by country, the EGA GCC would represent a more uniform and united front on a greater number of topics.

In connection with the initial remit draft, some mention should be made of how the EGA represents professional golf. The EGA did commence the coordination of events that now make-up the European Tour calendar on the continent and, in many countries, it is still the EGA national golf authority members that oversee the running of some of the largest professional events in Europe. Amateur golfing authorities also subsidise the smaller PGA organisations in most countries. Therefore, while the professional game may be a marginal, but essential part of the game as a source of knowledge, inspiration, training and event organisation, the coordination of best practices for professionals and for the professional/amateur golf cross-over is an EGA mission. We are working with the PGAE to get the best training for the coaches in Europe by communicating the benefits of the upcoming Coaches Circle Conference and the EGA looks forward to being part of future initiatives aimed at professional golf.

As golf in the Olympics approaches, National PGAs and National Golf Authorities (NGAs) may form closer alliances, but according to the EGA constitution, it will always be the NGAs that are designated the roof organisation for any given country by their respective National Olympic Committee (NOC). Many NGAs also have the competing national professional players directly under their management and subject to their support schemes. Further, organisations such as national teaching professional associations are members of their NGA, not of their National PGA.

Professional golf could be said to be well represented in the EGA membership.

The PGAET is also well aware of EGA members' work in the continuous training and development of their next generation of members, much of which is inspired by the infrastructure of championships run by the EGA. They have agreed to become associate members of the EGA in recognition and support of the work carried out by the EGA and its membership and to make sure it is sustained.

The majority of golf's European infrastructure has been built by the EGA's members and the development, opportunities and even existence for many golf industry professionals would not be sustainable without them, including that of the EGA GCC members. EGA GCC members were willing to supply funding for the EEIS and may like to consider putting their own members' support behind other EGA GCC projects that could have even greater returns for them as an organisation. Moreover, they may also like to invest the

time in presenting viable services that can be applied to the varying dynamics of all EGA members; potentially a small investment for the possible impact.

Suggestions for topics covered in a revised EGA GCC remit could include:

- Leadership in golf's environmental management;
- Identifying commercial objectives across the golf industry using the EEIS;
- Providing an effective medium for disseminating relevant communications;
- Anticipating industry impacts using the EEIS;
- Uniting the delivery of Europe-targeted educational programmes through a single webpage;
- Coordinating industry research;
- Coordinating external experts for internal needs;
- Twinning programmes;
- Increasing awareness of golf's contribution to society, health, participation and behaviour;
- Promoting and reporting on initiatives such as the "First Tee"; and
- Focussing on ways to make golf more accessible.

The EGA GCC revised remit should align to the needs of the EGA membership and then act as a **two-way street** between itself and the EU. While Burson-Marsteller know what is important to the EU, the EGA is more aware of what is relevant to its members and thus to European golf in general. The two need to come together. With the other European authorities present, there are many resources available, but the way they are being directed across Europe could be improved.

Terms of Reference Changes

The Terms of Reference (ToR) (Appendix A) have been drafted and proposed by the EGA GCC itself and, at present, the EGA GCC is not formally recognised in the EGA Constitution. The situation should be rectified with the EGA GCC's addition to the EGA Constitution and the EGA GCC ToR should be reviewed by the EGA Executive Committee (EC). The following are suggested changes and/or explanatory notes:

1. Composition.

- A. No change.
- B. The four EC zone representatives will be invited to participate in all EGA GCC meetings as non-voting members in order to facilitate the proposed change to ToR #3 (introduction of a third Purpose under 3C) and to have EGA members better represented. The Chairman should represent the EGA GCC at EGA EC meetings as a non-voting member.

Perhaps the Ladies European Tour (LET) would be interested to play a part in the EGA GCC, representing the women's game at the professional level.

- C. No change. Golf Environment Organisation (GEO) will be encouraged to attend every meeting, possibly pending the success of the proposed EGA/GEO project. Although there could be reason for inviting GEO to join the EGA GCC as a member, GEO has a role to play as an independent non-governmental organisation (NGO) and should not be too closely

associated with a representative group, on behalf of which it would then be misinterpreted to speak while presenting its own case.

- D. Secretarial support to be provided by the EGA. The R&A have informally confirmed that they will neither provide nor fund an EGA GCC secretary, who must liaise closely with the EGA and EU contacts. A position description and funding source must be realised as soon as possible.

2. Terms of Office

The clause allows for re-representation of members' delegates after a set period owing to a paucity of suitable delegates within the members' organisations themselves. However, the EGA GCC must have the correct representation from its members and shall accept that some are currently too small as organisations to have regular delegate changes. The suggestion is that ToR #2 is not to change, but that members attempt to renew representation where possible.

Perhaps it is worth commenting here that a group unable to turnover its representation within a committee could be seen as partisan to consider forming its own authority.

3. Purpose Objects

- A. To monitor EU developments in legislation which may affect ~~golf courses~~ issues relating to ~~European golf's sustainability in Europe~~ and to build relationships with appropriate contacts in Brussels.
- B. To report on such legislation to relevant organisations.
- C. To provide a two-way means of communication between the EGA membership and the European Parliament.

Regarding the purposes suggested in the EGA GCC members' draft remit proposal:

- i) *"To provide a representative European voice for golf."*

Within the EGA GCC, Europe has a number of authorities represented who may offer a voice on a number of specific subjects. Unity under the roof of the EGA GCC creates a powerful source of information for decision making, but the voice's authority must be conducted in a democratic way to truly represent the pillars of golf throughout Europe: the national golf authorities, regulated in their representation under the EGA Constitution.

- ii) *"To monitor and influence EU developments which may affect golf in Europe."*

The EGA GCC is in place to monitor EU developments, but could also address issues relevant to the EGA membership under the broader scope of sustainability.

- iii) *"Build relationships with appropriate contacts in the EU."*

The EGA GCC already has sound contacts in the EU through the assistance of Burson-Marsteller.

- iv) *"To report on this to relevant organisations."*

Reporting and receiving feedback should be increased to the ultimate benefit of the EGA membership. A dedicated webpage should be commissioned for this purpose.

- v) *“To work to develop the game of golf by promoting good practice in programmes, promotions and initiatives that encourage more people to play more golf from all sections of society.”*

The proposals described could fall under the new remit to address sustainability, but individual projects would need to be formulated and presented for the EGA membership to assess their relevance.

4. Meetings

One meeting per year could be increased to include a second, which could coincide with other golf-related events. Secretarial support would be essential to keep the coordination of the EGA GCC in the interim.

5. Expenses

No change.

6. Funding (New)

The EGA GCC shall retain R&A and PGAET funding to support its environment-related work. Any undertaking broader to this remit should be separately categorised with any overlap indicated. Moreover, proposed tasks should be promoted to the EGA membership for approval and possible funding through the EGA membership fees, to be decided at the EGA AGM. It should be noted that application for additional funds are unlikely to be honoured simply because of a revised remit. Concrete project proposals must be produced and be seen to benefit the EGA membership. It is also possible that sponsorship could be sought for projects seen to be of worthwhile value and scope, especially under topics aligning with a companies' sponsorship objectives. A proposal should follow these guidelines:

TITLE

1. Plan Description

- a. EGA/EGA GCC Goals
- b. Sustainability Goals
- c. EGA/EGA GCC Plan

2. Value to National Federations

- a. Funding
- b. Outcomes

3. Sponsorship Opportunities

- a. Value
- b. Rights
- c. Benefits
- d. Customised Assets
- e. Considerations

7. Authority (New)

The EGA GCC shall hold the authority of the EGA membership, governed by the voting powers and proxies and decision-making process of the EGA Annual General Meeting (AGM).

Duty Description for a New EGA GCC Secretary

Selection of an EGA GCC secretary should be made as soon as funding is defined and secured. The general duties would include:

1. Ensuring meetings are effectively organised and minutes kept:
 - a. Liaising with the Chairman to plan meetings
 - b. Liaising with Burson-Marsteller
 - c. Liaising with EU contacts
 - d. Receiving agenda items from committee members
 - e. Circulating agendas and reports
 - f. Taking minutes
 - g. Circulating approved minutes
 - h. Checking that agreed actions are carried out
2. Maintaining effective records and administration:
 - a. Keeping up-to-date contact details (i.e., names, addresses and telephone numbers) for the management committee and (where relevant) ordinary members of the organisation
 - b. Filing minutes and reports
 - c. Compiling lists of names and addresses that are useful to the organisation, including those of appropriate officials or officers of voluntary organisations
 - d. Keeping a record of the EGA GCC's activities
 - e. Keeping a diary of future activities
 - f. Providing a communication link between the EGA GCC and the EGA membership
 - g. Preparing an annual EGA GCC report to the EGA's AGM and EGA Annual Report
 - h. WWW updates
3. Upholding EGA GCC requirements:
 - a. Maintaining the EGA GCC's governing documents
 - b. Maintaining procedures at EGA GCC meetings
 - c. Ensuring elections are in line with stipulated procedures
 - d. Ensuring the EGA GCC's activities are in line with its objects
 - e. Provide assistance for any relevant sponsorship activation delivery
 - f. Organising and attending exhibition stands
 - g. Research
 - h. Sitting on appraisal panels, as required

Under the EGA GCC's current remit where the indication is that one day per week is needed, the job may entail approximately eight weeks per year or 15% of a full-time position. Funding for a qualified secretary on a European level would be approximately 14,000 Euros, including contributions towards office space, telephone, computer, etc., assuming the incumbent were already positioned within an EGA member national golf authority office.

An increase in responsibilities accompanying a revised remit could considerably increase the position's time requirement and salary outlay.

Renaming

The current name reflects a Europe-specific version of the R&A Golf Course Committee and has accordingly addressed issues related to the golf course as its main theme; primarily environmental. With a wider focus

to all issues falling under “sustainability”, a new name could arguably better reflect the EGA GCC’s new outlook.

While the EGA has named all of its committees with “EGA”, its championships are named “European” to better distinguish what they represent. From an ownership point of view, “EGA” can be registered and “European” cannot.

With those thoughts in mind, an EGA GCC name change suggestion could be “EGA Sustainable Golf Committee (EGA SGC)” or the “European Sustainable Golf Committee (ESGC)”.

The EGA EC should deliberate on the prospect of an EGA GCC name change.

EGA GCC Webpage and Other Presentations

Any move towards a specific EGA GCC webpage should be endorsed by the EGA EC and be overseen by the EGA Office.

The EGA should take the lead role in overseeing any exhibition or display provided by the EGA GCC.

Conclusions

The EGA’s representation should not be underestimated. The EGA is the only organisation representing European golf that has the eyes and ears of the most influential golfing bodies in each European country. The EGA GCC can grow into something truly reflective of that only under the auspices of the EGA. Any thoughts towards commencing a new organisation outside of this framework could be construed as partisan, self-serving or both.

The EGA can grow stronger with the allied assistance of its EGA GCC members and they, in turn, can grow their own influence, responsibilities and respect serving causes important to the EGA membership.

If the new remit for the EGA GCC aligns itself to assisting the needs of EGA members, it will be already a long way towards addressing any likely EU legislation. Any unforeseen issues introduced by the EU would, in turn, be information required by EGA members.

The EGA need not add any particular range of topics to its remit other than those implied under the heading of “Sustainability”, which encapsulates not only the environment, but economics, human, business-value and knowledge-growth applications and issues and more. Considering the breadth of what could be covered, it may be difficult to clearly determine whether projects stay aligned to EGA GCC Objects. Therefore, project proposals under a new remit should remain relevant to, and receive approval from, the EGA membership.

EUROPEAN GOLF ASSOCIATION



Richard Heath
General Secretary

EGA GOLF COURSE COMMITTEE

TERMS OF REFERENCE

1. COMPOSITION

- A. A Chairman proposed by the EGA Executive Committee.
- B. Member representatives from the EGA (2 including Chair), CMAE (1), EGCOA (1), EIGCA (1), FEGGA (1), the PGA European Tour (1), PGAsE (1) and The R&A (2).
- C. Observers and/or temporary advisors may be invited.
- D. Secretarial support to be provided by one of the member organisations.

2. TERMS OF OFFICE

Members shall be appointed for a period of two years and may be re-appointed for further two year periods or replaced at the discretion of member associations.

3. PURPOSE

- A. To monitor EU developments in legislation which may affect golf courses in Europe and to build relationships with appropriate contacts in Brussels.
- B. To report on such legislation to relevant organisations.

4. MEETINGS

One meeting per year to monitor position and other meetings to be called as and when the level of EU activity requires. Regular contact will be maintained between meetings by email to keep committee members abreast of developments.

5. EXPENSES

All expenses incurred by the members of the EGA GCC in execution of their duties to be covered by their own organisation.