

Development Plan Part 2

Action Plan

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Key to Abbreviations

WSP	Whole Sport Plan (England Golf)	KGP	Kent Golf Partnership (Kent Golf)
JP/IB	Jim Pocknell/Iain Betts Partnership Committee (CU)	CU	County Union
SC	Steve Chappell Partnership Treasurer	CA	County Association
PP/JS	Paul Page/Jon Sewell Partnership Committee (PGA)	PGA	Professional Golfers' Association
CC/MB/SM	Corinne Chapman/Marilyn Brown/Sarah Miller Partnership Committee (CA)	RDO	Regional Development Officer
AW	Andrew Willems EGU/ELGA Regional Development Officer	CDC	County Development Coordinator
CM	Carol Macdonald Golf Foundation Regional Development Officer	GF	Golf Foundation
CJO	County Junior Organiser	PESSCL	Physical Education Schools Sports Club Links
EGP	England Golf Partnership	NVM	National Volunteer Manager
KSDU	Kent Sports Development Unit	NTPM	National Talent Potential Manager

Action Plan Summary

The Kent Golf Partnership Development Plan covers a three-year period 2008 – 2010.

Detailed action plans have been drawn up under the following headings:

- **Recruitment** - Aiming to increase the number of people playing golf in 2010 by 3% (increasing women and girls participation by 5%) - by promoting and running taster sessions and activity days for adults and juniors, targeting School Club Link projects and holiday camps, improving links with non-affiliated facilities, County Sports Partnerships and Local Authorities.
- **Retention** - In line with the Whole Sport Plan Key Performance Indicator, the partnership aims to get 20% of clubs accredited to GolfMark by 31st December 2010. There are other specific schemes tailored to retention issues, such as competition development, links with commercial organisations and encouragement of clubs to become more custom orientated.
- **Player Development** - The partnership seeks to promote national initiatives at a local level and will evolve accordingly to include Long Term Athlete Development protocol. As well as identifying potential/talent, the plan seeks to retain communication links with players who move away from the area in to full time education.
- **Coaching Infrastructure** - The partnership is committed to supporting new and existing volunteer and professional coaches within golf to ensure that the County have a co-ordinated network of coaches.
- **Resource Management** - The partnership aims to offer training, support and recognition to volunteers and teaching professionals with an annual training programme, and utilising local award schemes. It aims to secure external funding and/or sponsorship to assist covering the cost of a County Development Coordinator.
- **Good Practice** - In order to promote good practice, the partnership will share best practice examples via the partnership website, the possibility of an annual conference and regional GolfMark workshops, as well as provide Child Protection and Equity training. In particular, we wish to highlight good practice in the recruitment and retention of women and girls. An action plan will be produced to enable the Kent Golf Partnership to look at this important issue.
- **Communication and Promotion** - The key areas of the communication strategy are a Kent Golf Partnership website, an electronic mail database, (allowing for direct e-mailings to golf clubs), an Annual Partnership Conference and liaison with the press to promote partnership activity.
- **Facilities and Clubs** - The partnership aims to produce a directory of non-affiliated facilities and retain a database of affiliated clubs, supported by the EGU/ELGA biennial golf club membership questionnaire and local requests for information. An intermediate countywide survey will be investigated to obtain more detailed information on membership vacancies, entrance fees, details of facilities and wants and needs of the clubs.
- **Monitoring and Evaluation** - An annual review process is outlined to measure the effectiveness of the development plan.
- **Finances** - In order for finances to be appropriately administered, the partnership will appoint a treasurer with a dedicated bank account. The ongoing raising of funds will be paramount, and both internal and external avenues will be investigated in order to maintain and further improve the development plan.

2.1 Recruitment

Golf is a game that anyone can play regardless of age, ability, gender, race and religion, but unfortunately there are still negative perceptions of golf that stop people from trying the game. The Kent Golf Partnership is committed to supporting national initiatives within the Whole Sport Plan (WSP) to try to encourage more people into the game, particularly targeting under-represented groups to develop the game of golf within the county.

Aim:

WSP: To increase the number of people participating in golf by 5 %

KGP: To increase the number of people participating in golf by 3%, and women's and girls by 5%, by 31st December 2010 (the criteria, measurement, methodology and monitoring to be agreed between the Kent Golf Partnership and the EGU & ELGA)

Objectives:

To deliver, implement and review an introductory/recruitment strategy, developing initiatives to increase participation of target groups that have been identified

To utilise both junior and adult England Golf Partnership initiatives appropriate to Recruitment

To work with the Golf Foundation to develop Community Links networks and School Club Links with Specialist Sports College networks within Kent

2.1 Recruitment

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
RC 1	<p>Get in to Golf To increase the provision of taster sessions across the Kent region</p>	<ul style="list-style-type: none"> To target a minimum of 20 clubs/facilities to run Free Golf Coaching (FGC) sessions, promoted by the Kent Golf Partnership and administered by EGU/ELGA To increase the number of facilities accessing Junior Club Coaching Grants (JCCG) to 25 and promote the sessions centrally via the Kent Golf Partnership Target girls' only sessions in conjunction with Girls' Golf Development 	<p>JP (CU/CA support)</p> <p>JP (CU/CA support)</p> <p>CC/MB/SM (PGA support)</p>	<p>1 Jan 2008</p> <p style="text-align: center;">↓</p> <p>Dec 31 2008</p>	<p>EGU/ELGA Promotional Materials</p> <p>Junior Golf Passport</p> <p>Website</p> <p>Girls' County Junior Committees</p>	<p>£200 per club – direct application to EGU/ELGA</p> <p>£150 per club – individual club awards that must be matched £1 for £1, direct application to EGU/ELGA</p> <p>ELGA Dev. Grant £750 direct to county association</p>
RC 2	<p>Education/Community Links Retain and improve links with the Specialist Sports College network</p> <p>Support school club link projects</p> <p>Support community club link projects</p> <p>Target individual schools outside the PESSCL programme and feed into club based coaching</p>	<ul style="list-style-type: none"> Target 4 Community Links projects within Kent and liaise with Golf Foundation Officer Collate contact details for all Partnership Development Managers (PDM's) and Sport Development Officers (SDO's) across the Kent region Attend County Sports Partnership meetings (as appropriate) to meet local authority SDO's and school representatives Liaise with the Golf Foundation Regional Development Officers (GF-RDO's) to keep up to date with new links and identify gaps in provision Identify golf clubs and facilities that are accessible to schools and encourage them to apply for GolfMark (as required) Target 1 PDM and local golf clubs 	<p>CDC</p> <p>County Reps.</p> <p>CDC/CM</p> <p>CDC/AW</p> <p>CJO's</p> <p>PGA Pros</p>	<p>1 Jan 2008</p> <p style="text-align: center;">↓</p> <p>Dec 31 2008</p>	<p>GF contact lists</p> <p>Websites and emailed news</p> <p>Tri-Golf Golf Xtreme</p> <p>GF training and resources</p> <p>GolfMark</p> <p>Junior Golf Passport</p>	<p>No direct cost</p> <p>No direct costs - potential for clubs to access "Community Links" funding (up to £1,000)</p> <p>£2,000 PESSCL funding and/or Activity School Site fund through KSDU</p>

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
		<p>within the Dartford area for Physical Education School Sport Club Links (PESSCL) projects</p> <ul style="list-style-type: none"> • Liaise with School Competition Manager for future opportunities 			GF School Competition Pack	
RC 3	<p>Adult Participation Project To engage adults to participate in golf through specific projects</p>	<ul style="list-style-type: none"> • Collate information needed to show the need for the project • Identify schemes and link clubs that will utilise the resources • Actively promote and initiate the schemes and provide follow on opportunities for adult participants 	<p>JP/AW</p> <p>PGA Pros</p> <p>KSDU</p>	1 Jan – 31 Dec 2008	<p>Websites and emailed news</p> <p>Leaflets, flyers and banners</p> <p>KSDU</p>	Up to £7,000 – direct application to KSDU (one year project)
RC 4	<p>Get back into Golf Schemes To identify target groups in order to reengage young people to play golf</p>	<ul style="list-style-type: none"> • 18-45 Project • Disability Project • Family Days Project • Women's/Girls Project • Outline the criteria needed to ensure participation through member clubs 	<p>CDC</p> <p>Steering Group</p> <p>PGA Pros</p>	1 Jan – 31 Dec 2008	<p>Websites and emailed news</p> <p>Application forms, invoices etc.</p>	£3,000 – direct application by clubs to KGP (£300 per project)

Year 2

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
RC 1	<p>Get in to Golf To increase the provision of faster sessions across the Kent region</p>	<ul style="list-style-type: none"> • To target a minimum of 30 clubs/facilities to run FGC sessions, promoted by the Kent Golf Partnership and administered by EGU/ELGA • To increase the number of facilities accessing JCCG to 35 and promote the sessions centrally via the Kent Golf Partnership • Target girls' only sessions in conjunction with Girls' Golf 	<p>JP (CU/CA support)</p> <p>JP (CU/CA support)</p> <p>CC/MB/SM</p>	1 Jan - 31 Dec 2009	<p>EGU/ELGA Promotional Materials</p> <p>Junior Golf Passport</p> <p>Website</p>	<p>£200 per club – direct application to EGU/ELGA</p> <p>£150 per club – individual club awards that must be matched £1 for £1, direct application to EGU/ELGA</p> <p>ELGA Dev. Grant</p>

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
		Development	(PGA support)		Girls' County Junior Committees	£750 direct to county association
RC 2	Education/Community Links As per year 1 plus: Retain and improve Specialist Sports College links / projects	<ul style="list-style-type: none"> Target an additional 4 Community Links projects within Kent and liaise with Golf Foundation Officer Support existing school club link projects Target an additional "Physical Education School Sport Club Links" project, identifying appropriate club links Link existing activities to Kent Youth Games and clubs to support 	CDC/JP CDC/JP/C M KSDU	Ongoing	Golf Foundation training and resources GolfMark Junior Golf Passport	£2000 per PESSCL project. Potential for clubs to access Community Links funding (up to £1,000)
RC 2(i)	Extra curricula activity Target summer/holiday camps for golf taster sessions	<ul style="list-style-type: none"> Contact local authority SDO's ref. summer/holiday programmes Identify local/public facilities to be utilised as part of activity weeks 	CDC Steering Group CJOs	By 30 Sept 2009 Follow up sessions	CSP and Local Authority websites Promotional flyers County information packs/flyers	No direct cost
RC 3	Adult Participation Project To engage adults to participate in golf through specific projects	<ul style="list-style-type: none"> Collate information needed to show the need for the project Identify schemes and link clubs that will utilise the resources Actively promote and initiate the schemes and provide follow on opportunities for adult participants 	JP/AW PGA Pros KSDU	1 Jan – 31 Dec 2009	Websites and emailed news Leaflets, flyers and banners KSDU	Up to £7,000 – through KGP
RC 4	Get back into Golf Schemes To identify target groups in order to reengage young people to play golf	<ul style="list-style-type: none"> 18-45 Project Disability Project Family Days Project Women's/Girls Project Outline the criteria needed to ensure participation through member clubs 	Steering Group PGA Pros	1 Jan – 31 Dec 2009	Websites and emailed news Application forms, invoices etc.	£3,000 – direct application by clubs to KGP (£300 per project)

Year 3

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
RC 1	Get in to Golf To continue with the provision of taster sessions across the Kent region	<ul style="list-style-type: none"> To target a minimum of 40 clubs/facilities to run FGC sessions, promoted by the Kent Golf Partnership and administered by EGU/ELGA To increase the number of facilities accessing JCCG to 45 and promote the sessions centrally via the Kent Golf Partnership Target girls' only sessions in conjunction with Girls' Golf Development 	<p>JP (CU/CA support)</p> <p>JP (CU/CA support)</p> <p>CC/MB/SM (PGA support)</p>	1 Jan - 31 Dec 2010	<p>EGU/ELGA Promotional Materials</p> <p>Junior Golf Passport</p> <p>Website</p> <p>Girls' County Junior Committees</p>	<p>£200 per club – direct application to EGU/ELGA</p> <p>£150 per club – individual club awards that must be matched £1 for £1, direct application to EGU/ELGA</p> <p>ELGA Dev. Grant £750 direct to county association</p>
RC 2	Education/Community Links As per year 2 plus: Retain and improve Specialist Sports College links / projects	<ul style="list-style-type: none"> Target an additional 4 Community Links projects within Kent and liaise with Golf Foundation Officer Support existing school club link projects Target an additional PESSCL project, identifying appropriate club links (link with KSDU – School Sports Sites Activity) Link with Tri-Golf and Golf Xtreme festivals etc. Ensure golf engages with the Kent Youth Games 	<p>CDC/JP</p> <p>CDC/ CM</p> <p>JP</p> <p>KSDU</p>	Ongoing	<p>Golf Foundation training and resources</p> <p>GolfMark</p> <p>Junior Golf Passport</p>	<p>£2000 per PESSCL projects.</p> <p>Potential for clubs to access Community Links funding (up to £1,000)</p>
RC 2(i)	Extra curricula activity As per year 2. Target summer/holiday camps for golf taster sessions	<ul style="list-style-type: none"> As per Year 2 	<p>CDC</p> <p>Steering Group</p> <p>CJOs</p>	<p>By 30 Sept 2010</p> <p>Follow up sessions</p>	<p>CSP and Local Authority websites</p> <p>Promotional flyers</p> <p>County information packs/flyers</p>	No direct cost

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
RC 3	Adult Participation Project To engage adults to participate in golf through specific projects	<ul style="list-style-type: none"> • Collate information needed to show the need for the project • Identify schemes and link clubs that will utilise the resources • Actively promote and initiate the schemes and provide follow on opportunities for adult participants 	JP/AW PGA Pros KSDU	1 Jan – 31 Dec 2010	Websites and emailed news Leaflets, flyers and banners KSDU	Up to £7,000 – through KGP
RC 4	Get back into Golf Schemes To identify target groups in order to reengage young people to play golf	<ul style="list-style-type: none"> • 18-45 Project • Disability Project • Family Days Project • Women's/Girls Project • Outline the criteria needed to ensure participation through member clubs 	Steering Group PGA Pros	1 Jan – 31 Dec 2010	Websites and emailed news Application forms, invoices etc.	£3,000 – direct application by clubs to KGP (£300 per project)

2.2 Retention

All golfers should be given the opportunity to continue their involvement in golf for as long as they wish. The Kent Golf Partnership will strive to encourage more people to become regular players through providing sustainable initiatives and programmes that will allow both new and existing golfers to stay within the game.

Aim:

WSP: To increase the number of active members of affiliated clubs by 40,000 and increase the number of affiliated clubs with GolfMark accreditation to 40%

KGP: To achieve 20% GolfMark accredited clubs across the county by 31st December 2010 (18 clubs)

Increase the number of members to affiliated clubs across the county by 930 by 31st December 2010 (average of 10 per club within the county; the criteria, measurement, methodology and monitoring to be agreed between Kent Golf Partnership and EGU & ELGA)

Objectives:

To reduce existing barriers to playing golf and joining a golf club

To support golf club members and casual golfers by providing information on benefits and opportunities to play golf within Kent (with the intention to join an affiliated club in Kent)

To actively promote golf clubs accessing Club Development Programmes

2.2 Retention

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
RT 1	Club Development Promote the GolfMark accreditation programme	<ul style="list-style-type: none"> Hold a regional seminar/workshops to familiarise golf clubs with the GolfMark process and criteria for accreditation, inviting clubs who are working towards or have achieved Junior GolfMark. (Market place scenario) – linked with KSDU Actively promote current GolfMark clubs in Kent via a website, and link with other direct websites (e.g. GolfMark & ClubMark) 	CDC/AW Steering Group KSDU	30 June 2008	GolfMark/ClubMark Website Website On line application and self-assessment RDO to present, supported by CDC	£500 – towards venue and on going costs
RT 2	Junior Organiser Support Utilise the support package for Junior Organisers on a local level (specific to Kent)	<ul style="list-style-type: none"> Hold a workshop for Junior Organisers to familiarise them with their roles and responsibilities when at their clubs Actively promote current initiatives (e.g. FGC, JCCG, GolfMark etc) and utilise website for follow on opportunities 	CDC/AW Steering Group KSDU	30 June 2008	Junior Organisers Handbook Website Other initiative resources	£15pp = Junior Organisers Workshop (CGP to put up £10 per delegate) Total = £200 (for 20 people)

Year 2

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
RT 1	Club Development Continue to promote the GolfMark accreditation programme	<ul style="list-style-type: none"> Hold a regional seminar/workshops to familiarise golf clubs with the GolfMark process and criteria for accreditation, inviting clubs who are working towards or have achieved Junior GolfMark. (Market place scenario) – linked with KSDU To continue and support golf clubs 	CDC/AW Steering Group KSDU	30 June 2009	GolfMark/ClubMark Website Website On line application	£500 – towards venue and on going costs

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
		going through the GolfMark process			and self-assessment RDO to present, supported by CDC	
RT 2	Junior Organiser Support Utilise the support package for Junior Organisers on a local level (specific to Kent)	<ul style="list-style-type: none"> Hold a workshop for Junior Organisers to familiarise them with their roles and responsibilities when at their clubs Actively promote current initiatives (e.g. FGC, JCCG, GolfMark etc) and utilise website for follow on opportunities 	CDC/AW Steering Group KSDU	30 June 2009	Junior Organisers Handbook Website Other initiative resources	£15pp = Junior Organisers Workshop (CGP to put up £10 per delegate) Total = £200 (for 20 people)
RT 3	Membership Support Promote a new membership programme and provide examples of existing models	<ul style="list-style-type: none"> Outline and promote a trial membership programme, targeting 18-40 year olds Work with selected clubs to monitor trends and publish results Run in conjunction with the County Card scheme and encourage participants onto the scheme Support players with information on local authority schemes and websites 	JP Steering Group	Ongoing	Pilot club membership package Promotional materials Evaluation form	No direct cost

Year 3

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
RT 1	Club Development As per year 2 - continue to promote the GolfMark accreditation programme	<ul style="list-style-type: none"> Hold a regional seminar/workshops to familiarise golf clubs with the GolfMark process and criteria for accreditation, inviting clubs who are working towards or have achieved Junior GolfMark. (Market place scenario) – linked with KSDU 	CDC/AW Steering Group KSDU	30 June 2010	GolfMark/ClubMark Website Website On line application and self-assessment	£500 – towards venue and on going costs

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
					RDO to present, supported by CDC	
RT 2	Junior Organiser Support Utilise the support package for Junior Organisers on a local level (specific to Kent)	<ul style="list-style-type: none"> Hold a workshop for Junior Organisers to familiarise them with their roles and responsibilities when at their clubs Actively promote current initiatives (e.g. FGC, JCCG, GolfMark etc) and utilise website for follow on opportunities 	CDC/AW Steering Group KSDU	30 June 2010	Junior Organisers Handbook Website Other initiative resources	£15pp = Junior Organisers Workshop (CGP to put up £10 per delegate) Total = £200 (for 20 people)
RT 3	Membership Support Subject to Pilot programme	<ul style="list-style-type: none"> Review trial membership programme and proceed accordingly with selected clubs as appropriate 				

2.3 Player Development

It is important that all golfers have the opportunity to develop to the best of their ability. The Kent Golf Partnership is committed to support all golfers within the county who have the desire to improve their ability by offering support and guidance.

Aim:

WSP: To produce a framework for Long Term Athlete Development (LTAD) and ensure that this is implemented nationally

KGP: To produce a development framework in line with the Whole Sport Plan strategy

To ensure that talent in clubs is identified and developed at county level

To ensure that promising players who move or undertake higher education out of the area (e.g. USA based Universities) are tracked and contacted with what is happening within the county

Objectives:

To produce a development framework in line with the Whole Sport Plan strategy to ensure that all golfers, at all ages, are given the opportunity to develop and those with potential to excel are identified and developed to county level and beyond

To ensure that promising players who move or undertake higher education out of the area (e.g. USA based Universities) are tracked and contacted with what is happening within the county

To utilise both junior and adult England Golf Partnership initiatives specific to player development

2.3 Player Development

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
PD 1	<p>Player Support Promote National Skills Challenge</p> <p>Player Development Utilise and promote county order or merit schemes, to identify promising juniors and develop county-wide tours</p> <p>Girls' Development Utilise and promote competition resulting from girls only initiatives</p> <p>Adult Passport</p>	<ul style="list-style-type: none"> Promote the National Skills Challenge via the website and link to the EGU/ELGA web pages. Handout player manuals at all golf club meetings, presentations and GolfMark assessments Encourage clubs to utilise the County Order of Merit and Junior Order of Merit, enabling the County Union/Association to identify potential Contact and gain feedback from all clubs on talented and potential players of all ages at the start and end of each season Liaise with the EGU/ELGA National Managers to identify talent for National Squads Potential to pilot the Adult Passport programme as directed by the EGP Product Player Development Group 	<p>CDC</p> <p>CJO</p> <p>JP</p> <p>CC/MB/SM</p> <p>Steering Group</p> <p>AW</p>	<p>Ongoing</p> <p style="text-align: center;">↓</p>	<p>KGP website</p> <p>EGU and ELGA websites</p> <p>Order of Merit materials</p> <p>Talent ID forms</p> <p>Link with adult projects</p>	<p>£500 towards promotions of initiatives and events, including venue costs etc.</p> <p>See Section 2.7 Communication and Promotion</p>
PD 2	<p>Talented Player Support Retain communication with players who elect to undertake higher education in England or abroad</p> <p>Kent FANS Scheme Instruct talented performers of the opportunities available to assist in their development</p>	<ul style="list-style-type: none"> Collate contact details including email addresses Issue partnership newsletters and web links to individuals to keep them up to date with initiatives, programmes and opportunities within the county Liaise with KSDU about talented performers that match the criteria of the scheme Issue applications forms and communicate the scheme 	<p>CDC/JP</p> <p>(CU/CA support)</p> <p>KSDU/AW</p> <p>Steering Group</p>	<p>Ongoing</p> <p style="text-align: center;">↓</p>	<p>KGP website and links</p> <p>Promotional materials (Newsletters etc.)</p> <p>KSDU resources</p>	<p>No direct cost</p> <p>See Section 2.7 Communication and Promotion</p>
PD 3	Performance Pathway	<ul style="list-style-type: none"> Remain up to date with Long Term 	All	Ongoing	NTPM Project	No direct cost

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
	Maintain communication with national leads	Athlete Development Research and the regional and national Talent and Potential Framework	Steering Group		Manager	

Years 2 and 3

As per year 1.

2.4 Coaching Infrastructure

Golf is a skilful game. For a golfer to fully enjoy the game of golf it is essential that they learn the correct basic skills and etiquette. Through the Professional Golfers' Association (PGA) golf is in a great position of having highly trained individuals to teach these fundamentals and a comprehensive coaching structure to bring new coaches into the sport. The Kent Golf Partnership is committed to supporting new and existing volunteer and professional coaches within golf to ensure that the county has a co-ordinated network of coaches.

Aim:

WSP: [To have 5,200 qualified paid and volunteer coaches](#)

KGP: To maintain qualified paid coaches and increase volunteer coaches, to be involved in local and county coaching delivery

Objectives:

To develop a Coaching Infrastructure within the county that ensures an appropriate number of volunteer coaches and professionals are trained to carry out the aims and objectives of the KGP Development Plan specific to Recruitment, Retention and Player Development

To encourage clubs to utilise England Golf Partnership (EGP) initiatives which will assist new and existing coaches to deliver golf to new and existing golfers of all abilities

2.4 Coaching Infrastructure

Year 1:

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
CI 1	Create a database of PGA Professionals & Volunteer Coaches	<ul style="list-style-type: none"> Contact PGA and Golf Foundation (GF) to gain information on PGA Professionals, Volunteer Coaches and Volunteers completed Leaders training and Tri Golf Training Send out questionnaire to evaluate level of experience, qualifications, Child Protection training and availability to work for the KGP, contact details (via email) 	PGA/PP/JS CDC/JP/GF Steering Group	1 Jan 2008 ↓ Dec 31 2008	Database for email contact details Volunteer time Printing, posting & promoting (PP&P)	No direct cost
CI 2	Examine need and feasibility of training individuals in Kent to deliver PGA level 1 & 2 courses and supporting pros to gain level 4 & 5 qualification	<ul style="list-style-type: none"> Contact PGA re cost of training someone to become a PGA level 1& 2 trainer Identify number of volunteer coaches required in county and what the cost would be Review as to cost effectiveness of doing this 	CDC Steering Group AW	1 Jan - Dec 31 2008	Administration costs	No direct cost
CI 3	Make Pros and clubs aware of EGP initiatives which will assist in the delivery golf to new and existing golfers (including Club & Coach Programme)	<ul style="list-style-type: none"> Regular updates issued on clubs accessing grants Promotion at KGP Forums and events Monitor and review the Club and Coach Programme to identify potential 'centres' and PGA Professionals for delivery 	PGA/NTMP Steering Group/CDC	1 Jan - Dec 31 2008	Website Newsletters Volunteer time	No direct cost £7300 towards centres and PGA Professional costs (see budget for YR2 and YR3)

Year 2 & 3:

As per year 1.

2.5 Volunteering & Resource Management

One of the major strengths of golf is the impressive network of committed and enthusiastic volunteers and it is vital that they are supported. The Kent Golf Partnership is committed to supporting volunteers and to ensure that golf development within the county is administered in a professional manner they have appointed a County Development Officer.

Aim:

WSP: [To develop and maintain a comprehensive volunteer strategy](#)

KGP: To develop and maintain a comprehensive volunteer strategy

To recruit and maintain the position of a County Development Coordinator for Kent and support the implementation of the Development Plan

Objectives:

To produce and implement a volunteer strategy in line with the national strategy, which will provide ongoing support to volunteers, involved in the delivery of golf. Aspects to be covered will include generic Job Titles and Job Descriptions; Volunteer Packs; a Support Network for volunteers; a Youth Strategy and utilising Step into Sport for younger volunteers; Support for Training; Valuing Volunteers

To identify working partnerships and potential sources of funding available to develop and maintain a volunteer structure

To continually review and develop the role and structure of the County Golf Partnership (CGP) within Kent

2.5 Volunteering & Resource Management

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
VRM 1	Provide a structured training programme for Kent volunteers and professional coaches	<ul style="list-style-type: none"> • Train 8 or more volunteers to PGA level 1 standard • Run 3 Tri-Golf Workshops through GF • Run 1 Golf Xtreme Workshop through GF • Run 2 'Safeguarding & Protecting Children' workshops across the Kent, golf specific (liaise with KSDU about further opportunities) • Promote all 'Club for All' workshops across the region through KSDU • Promote all "Equity in Your Coaching" training via www.sportscoachuk.org • Liaise with County Sports Partnerships re: subsidised training costs for club volunteers and coaches working towards GolfMark • Promote Kent Club Connect Card 	PGA/JS/PP CDC/JP JP/AW CDC/AW/C M KSDU	1 Jan - 31 Dec 2008	PGA level 1 Sports Coach UK resources Running Sport resources Golf Foundation resources KSDU resources	£800 = PGA Level (CGP to put up £100 per delegate) £225 = Tri-Golf (CGP to fully fund all delegates) £75 = Golf Xtreme (CGP to fully fund all delegates) £600 = Child Protection Training (CGP to fully fund all delegates) Total = £1700 Mini Grants Fund *Criteria and application forms will be attached for each place
VRM 2	Utilise current volunteer recognition programme in the county to encourage personal development	<ul style="list-style-type: none"> • Promote existing local awards • Nominate individuals for awards, dependent on criteria • Attend awards dependant on need and demand 	Steering Group	Ongoing	Criteria for nominations (including forms) LA Websites etc.	No direct cost
VRM 3	Utilise current coach recognition programme in the county to encourage personal development	<ul style="list-style-type: none"> • Promote existing local awards • Nominate individuals for awards, dependent on criteria • Attend awards dependant on need and demand 	Steering Group	Ongoing	Criteria for nominations (including forms) LA Websites etc.	No direct cost

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
VRM 4	Maintain a database of professional and volunteer coaches	<ul style="list-style-type: none"> Registration forms to obtain PGA Level 1 funding Golf club visit sheets to collate PGA contact details 	JP CDC/AW	Ongoing	Application form Golf club Performa	See Section 2.4 Coaching Infrastructure
VRM 5	National Volunteer Manager	<ul style="list-style-type: none"> Liaise with NVM to remain in touch with initiative and funding opportunities 	CDC/JP/AW	Ongoing	Contact details	No direct costs
VRM 6	County Development Coordinator recruitment and support	<ul style="list-style-type: none"> To recruit and regularly review the role of the CDC to provide appropriate training and support 	JP/AW/KSDU	By March 2008	CDC Job Description Performance Review	£10000 basic salary and £3000 towards expenses (based on 2 days a week)

Year 2

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
VRM 1	Continue to provide a structured training programme for Kent volunteers and professional coaches	<ul style="list-style-type: none"> Train 8 or more volunteers to PGA level 1 standard Run 3 Tri-Golf Workshops through GF Run 1 Golf Xtreme Workshop through GF Run 2 'Safeguarding & Protecting Children' workshops across the Kent, golf specific (liaise with KSDU about further opportunities) Promote all 'Club for All' workshops across the region through KSDU Promote all "Equity in Your Coaching" training via www.sportscoachuk.org Liaise with County Sports Partnerships re: subsidised training costs for club volunteers and coaches working towards GolfMark Promote Kent Club Connect Card 	PGA/JS/PP CDC/JP JP/AW CDC/AW/C M KSDU	1 Jan - 31 Dec 2009	PGA level 1 Sports Coach UK resources Running Sport resources Golf Foundation resources KSDU resources	<p>£800 = PGA Level (CGP to put up £100 per delegate)</p> <p>£225 = Tri-Golf (CGP to fully fund all delegates)</p> <p>£75 = Golf Xtreme (CGP to fully fund all delegates)</p> <p>£600 = Child Protection Training (CGP to fully fund all delegates)</p> <p>Total = £1700 Mini Grants Fund *Criteria and application forms will be attached for each</p>

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
						place
VRM 2	Continue to utilise current volunteer recognition programme in the county to encourage personal development	<ul style="list-style-type: none"> Promote existing local awards Nominate individuals for awards, dependent on criteria Attend awards dependant on need and demand 	Steering Group	Ongoing	Criteria for nominations (including forms) LA Websites etc.	No direct cost
VRM 3	Continue to utilise current coach recognition programme in the county to encourage personal development	<ul style="list-style-type: none"> Promote existing local awards Nominate individuals for awards, dependent on criteria Attend awards dependant on need and demand 	Steering Group	Ongoing	Criteria for nominations (including forms) LA Websites etc.	No direct cost
VRM 4	Ongoing maintenance of a database of professional and volunteer coaches	<ul style="list-style-type: none"> Registration forms to obtain PGA Level 1 funding Golf club visit sheets to collate PGA contact details 				
VRM 5	National Volunteer Strategy	<ul style="list-style-type: none"> Await national strategy and guidelines and review in relation to plan Review Step into Sport Programme and implement in relation to local need 	JP/AW	As required	Volunteer Manager	No direct cost
VRM 6	County Development Coordinator support	<ul style="list-style-type: none"> Regularly review the role of the CDC to provide appropriate training and support 	JP/AW/KSDU	By March 2009	Performance Review	£10000 basic salary and £3000 towards expenses (As per YR1, costs will change with inflation etc.)

Year 3

As per year 2.

2.6 Good Practice

No participant, volunteer, job applicant or employee should receive less favourable treatment on the grounds of age, gender, parental or marital status, colour, race, ethnic origin, creed, disability, social status or sexual preference.

The safety of all golfers and the protection of children are all of equal importance and must be addressed thoroughly. The Kent Golf Partnership is committed to ensuring all aspects of the game of golf within the County are accessible and fair to everyone and to ensure that the safety of all golfers, in particular children, is taken seriously.

Aim:

WSP: [To achieve the National Governing Body \(NGB\) requirements for Child Protection and Equity within England](#)

KGP: To provide a safe environment for children participating in activities within the county, to support volunteers and staff working with children to fulfil their role effectively and safely and to engage in activities in line with equitable principles

Objectives:

To promote and implement standards of good practice in safeguarding children and equity

To develop and co-ordinate county child protection and equity procedures to ensure that the game of golf is safe, accessible and fair

To provide access for golf clubs to examples of good practice within the county to assist them with the development of golf at club level

2.6 Good Practice

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
GP 1	Provide training opportunities for staff and volunteers	<ul style="list-style-type: none"> To provide 2 golf specific 'Safeguarding & Protecting Children' workshops across the county of Kent Source 'Club for All' workshops across the county via www.runningsports.org Source "Equity in Your Coaching" workshops across the county via www.sportcoachuk.org 				See section 2.5 Volunteering and Resource Management
GP 2	Promote best practice	<ul style="list-style-type: none"> Complete a risk assessment of activities as appropriate To encourage clubs within the county to adopt child protection and equity policies Promote relevant workshops (SPC, AC4A, and equity in your coaching) to clubs, in particular those working towards GolfMark Examples of best practice to be featured on the partnership website and in the newsletter 	Steering Group JP/AW CDC KSDU	1 Jan - 31 Dec 2008	Website Club feedback forms	No direct cost
GP 3	Develop and implement an action plan for safeguarding children and equity	<ul style="list-style-type: none"> To consult with appropriate supporting bodies Keep up to date with national policy guidelines To liaise with specific welfare officers in individual bodies as appropriate 	Steering Group JP/AW CDC KSDU	Ongoing	Compliance Manager Children in Golf website and resource pack	No direct cost
GP 4	Appoint a partnership	<ul style="list-style-type: none"> To support the promotion and 	Steering	As	Compliance	No direct cost

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
	welfare officer/compliance officer	implementation of the above	Group JP/AW CDC KSDU	required	Manager Children in Golf website and resource pack Website	

Years 2 and 3

As per year 1.

2.7 Communication & Promotion

The Kent Golf Partnership is committed to improving communication between all groups within and outside of the golfing environment, to raise the awareness and profile of golf within the county.

Aim:

WSP: [Ensure that the Communication Strategy is implemented and reviewed on a regular basis](#)

KGP: To communicate to the KGP Partners and the partnerships clubs on a regular basis about the work of the KGP

Objectives:

To produce and implement a county communication and promotion strategy

To liaise with bodies within and outside of golf to support the development of golf within the county

2.7 Communication & Promotion

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
C&P 1	Create and develop a partnership website	<ul style="list-style-type: none"> Source a web designer to develop and maintain the website Quarterly partnership newsletters to be featured on the website Maintain KSDU website (including e-news articles) 	CC/IB CDC/JP (Steering Group)	By February 2008	Designer Web address Software System support Newsletter module	£1000 towards setup, monthly fees and administration costs
C&P 2	Identify specific club contact details to create an email database of golf clubs, allowing for direct and regular communication	<ul style="list-style-type: none"> Collate audit of clubs with contact details Quarterly partnership newsletters and 4 general mailings per year to be sent directly to clubs via email, post and website links Direct promotional links to golf clubs Info email to allow feedback through the website 	CDC/IB/CC (CU/CA support) JP/AW	1 Jan - 31 Dec 2008	Database for email contact details Newsletter module	No direct cost
C&P 3	Run an annual Kent Golf Partnership Development Conference	<ul style="list-style-type: none"> Topical seminar, promoting regional and national initiatives, funding streams, training opportunities etc. Guest speaker and refreshments for delegates 	Steering Group CDC/AW/C M	Dec 2008	Kent (venue to be found) Presentation materials Welcome packs/handouts	£500 towards venue, invitation and promotional material costs (linked with C&P 6)
C&P 4	Press liaison and promotions	<ul style="list-style-type: none"> Local, regional and national press releases to promote the Golf Partnership Development programme Links to regional events e.g. The Open – link to partnership website Liaise with KSDU about funding opportunities for banners, leaflets and flyers etc. 	Steering Group CDC/AW/C M KSDU	Ongoing	News and views Partnership website Promotional materials	No direct cost
C&P 5	Create and develop a partnership logo and utilise headed paper	<ul style="list-style-type: none"> Source a designer to develop and continuously review a partnership logo 	JP/CC	As required	Designer Software Paper	No direct cost

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
		<ul style="list-style-type: none"> Source and utilise headed paper in order to promote the partnership and its activities 	Steering Group			
C&P 6	Create and develop merchandise for the group (including banners, leaflets and pop-ups etc.)	<ul style="list-style-type: none"> Examine avenues to obtain marketing materials to provide the partnership with an image and brand 	Steering Group KSDU	By February 2008	Banners Leaflets Pop-Ups Flyers etc.	£250 (linked with C&P 3)

Year 2

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
C&P 1	Maintain and regularly update a partnership website	<ul style="list-style-type: none"> News and best practice features to be updated monthly as required Partnership newsletters to be featured on the website 	CC/IB CDC/JP (Steering Group)	Ongoing	National updates News and views	See Year 1 (£250 ongoing cost)
C&P 2	Retain email database for ongoing communication with clubs	<ul style="list-style-type: none"> Review year 1 communication timings and regularity and structure mailings accordingly via email, post and website links Direct promotional links to golf clubs 	CDC/IB/CC (CU/CA support) JP/AW	Ongoing	Database for email contact details Newsletter module	No direct cost
C&P 3	Year 2 annual Kent Golf Partnership Development Conference	<ul style="list-style-type: none"> Topical seminar, promoting regional and national initiatives, funding streams, training opportunities etc. Guest speaker and refreshments for delegates 	Steering Group CDC/AW/C M	Dec 2009	Kent (venue to be found) Presentation materials Welcome packs/handouts	£500 towards venue, invitation and promotional material costs (linked with C&P 6)
C&P 4	Press liaison and promotions	<ul style="list-style-type: none"> Local, regional and national press releases to promote the Golf Partnership Development programme 	Steering Group CDC/AW/C M	Ongoing	News and views Partnership website Promotional materials	No direct cost

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
			KSDU			
C&P 5	Review partnership logo and utilise headed paper	<ul style="list-style-type: none"> Review partnership logo in terms of impact and use Source and utilise headed paper in order to promote the partnership and its activities 	JP/CC Steering Group	As required	Designer Software Paper	No direct cost
C&P 6	Continue to create and develop merchandise for the group (including banners, leaflets and pop-ups etc.)	<ul style="list-style-type: none"> Examine avenues to obtain marketing materials to provide the partnership with an image and brand 	Steering Group KSDU	Ongoing	Banners Leaflets Pop-Ups Flyers etc.	£250 (linked with C&P 3)

Year 3

As per year 2, following review process.

2.8 Facilities & Clubs

Golf has an extensive network of facilities, including golf clubs, driving ranges, short courses and pitch & putt courses. It is essential that all of these golfing facilities support the development of golf within the local community. The Kent Golf Partnership is committed to examining the facilities within the county, identifying gaps in provision and reviewing accessibility, to ensure that golf is catering for the needs of golfers of all abilities.

Aim:

WSP: [To produce and implement a national facility and club strategy](#)

KGP: To produce a partnership facility and club strategy in line with England Golf Partnership (EGP) guidelines

Objectives:

To produce, implement and maintain a local facility strategy, offering opportunities for all standards of golfers, with focus on a network of beginner friendly facilities

To utilise England Golf Partnership initiatives which will assist the county in improving their golf facilities

To liaise and develop relationships with non-affiliated and non-golfing groups that might provide an opportunity to develop golf within the community

2.8 Facilities & Clubs

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
F&C 1	To establish relationships with ranges, par 3 courses and non-affiliated facilities and forge links between them and golf clubs	<ul style="list-style-type: none"> Review 2006 EGU/ELGA questionnaire, augmented by local questions to establish trends and identify gaps in provision Collate a directory of non-affiliated facilities and identify how they may be able to fill gaps in club provision. Feature on the web-site 	Steering Group CDC/AW	Ongoing	EGU/ELGA Results and county breakdowns Contact details and facility information	No direct costs
F&C 2	Community Club Development Programme	<ul style="list-style-type: none"> Identify clubs who would benefit from capital investment and keep up to date with capital funding opportunities 	Steering Group AW	As required	External funding streams	No direct costs
F&C 3	To develop a Kent facility and club strategy	<ul style="list-style-type: none"> Mirror NGB guidelines 	Steering Group AW	Subject to EGP	→	

Years 2 and 3

Review biennial EGU/ELGA golf club membership questionnaire and keep up to date with capital funding opportunities targeting facility development.

2.9 Monitoring & Evaluation

The Kent Golf Partnership is committed to carrying out research and evaluation in order to identify and prioritise future focus areas.

Aim:

WSP: To conduct research into all aspects of golf development in England, working in partnership with other bodies to identify priority areas for future investment and to continually measure all golf development initiatives

KGP: To measure the effectiveness of the Kent Golf Partnership's development plan

To conduct research into aspects of golf development in Kent, working in partnership with other bodies to identify priority areas for future investment and to continually measure all golf development initiatives

Objectives:

To identify and carry out any research that is required to monitor trends over time, assess current conditions and evaluate the impact of development strategies

To continually monitor and evaluate all golf development initiatives within the Kent development plan in order to identify where resources are best focused in the future

To communicate appropriate research findings to a wide audience, both internally and externally

To work in partnership with other golfing bodies to collate research data to form a comprehensive analysis of golf development in England

2.9 Monitoring & Evaluation

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
M&E 1	Run Golf Forums to gauge opinion, identify issues from a club point of view and highlight priorities	<ul style="list-style-type: none"> Hold 3 Forums across the Kent region to communicate partnership progress to date and identify the best way to move things forward Utilise Forum Questionnaire to gauge opinion and to allow direct marketing post events 	Partners Steering Group AW/CM	20, 27, 29 March 2007	Presentation Questionnaire EGP Resources	£300
M&E 2	Development Plan consultation process	<ul style="list-style-type: none"> Circulate an Executive Summary of the Development Plan and request feedback 	JP/CC	By February 2008	Development Plan Summary Contact details	No direct costs
M&E 3	Complete an area audit to identify strengths, weaknesses, gaps in provision and key areas for development	<ul style="list-style-type: none"> Review a membership questionnaire to all golf clubs – ensure that it does not clash with EGU/ELGA census, for example target clubs who did not complete the national questionnaire, requesting detailed breakdown of membership and trends Assess and utilise the Active People Survey (from Sport England) for local authorities within the Kent region to establish statistics per area 	Steering Group CDC/AW KSDU	As required	Questionnaire EGU/ELGA results Contact details Active People Survey database and results	No direct costs
M&E 4	Run an annual Kent Golf Partnership Development Conference	<ul style="list-style-type: none"> See Communication and Promotion section 				
M&E 5	To review the development plan after 12 months and re-align aims and targets as required	<ul style="list-style-type: none"> EGU/ELGA will request an annual review Assess and utilise development work and feedback results when requested 	Steering Group CDC/AW	Every year from official launch	Annual review Development Plan Targets Budget Evaluation Forms	No direct costs

	To review the specific Initiatives after 12 months and re-align aims and targets as required (e.g. Club & Coach, Adult Participation etc.)	<ul style="list-style-type: none"> Assess and utilise development work and feedback results when requested for specific projects 	Steering Group CDC/AW	Every year from official launch	Annual review Development Plan Targets Budget Evaluation Forms	No direct costs
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Years 2 and 3

As Per year 1.

2.10 Finances

The Whole Sport Plan (WSP) represents one clear and succinct investment proposal for all potential backers of the game in the Country. Likewise, through the Kent Golf Partnership and its development plan more opportunities to access funding and create revenue become available at a local level that the partnership are committed to harnessing.

Aim:

WSP: Attract a minimum of £250K per year in sponsorship over life of the plan. Increase contribution from golf organisations/golfers from £3.18m in year 1 to a minimum of £3.9m in year 4. Increase revenue generated by development programmes from £190K in year 1 to £626K in year 4

KGP: Pool resources from EGU/ELGA, DCMS, Kent golf partners as well as source external funding to support the development plan over the next three years

To increase the general revenue generated by golf development programmes in Kent to support the work of the KGP on an annual basis

Objectives:

To review the current financial situation of the Kent Golf Partnership and agree on a system of accounting, and evaluation

To consider opportunities to increase the income of the Kent Golf Partnership through its members and non-golf club members

To develop a marketing strategy that will utilise the development plan of the partnership to raise potential sponsors awareness of the group

To be aware of all opportunities of funding and through the Kent Golf partnership apply for funding in a strategic manner

2.10 Finances

Year 1

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
FI 1	Set up a Kent Golf Partnership bank account	<ul style="list-style-type: none"> New account with 3 signatories 	Partners SC	1 Jan 2008	Bank authorisation forms	No direct costs
FI 2	Create a partnership constitution to meet grant application requirements	<ul style="list-style-type: none"> Name the partnership Clarify your purpose and the type and scope of the organisation's activities Outline your basic structure Define the duties and responsibilities of the officers and members Confirm membership eligibility, standards, and requirements, including financial 	JP Steering Group	1 Jan 2008		
FI 3	Appoint a partnership Treasurer	<ul style="list-style-type: none"> Request volunteer support for the role 	JP SC	1 Jan 2008	Budget Account details Development Plan	
FI 4	Apply for external funding and investigate internal sources	<ul style="list-style-type: none"> Review funding streams and identify projects that meet funding criteria Seek advice regarding the application process and form completion prior to submission through RDO 	Steering Group CDC/AW	Ongoing	Internet: Local Authorities County Sports Partnerships Awards for All Sport England	No direct costs Aim to raise enough funding to support all partnership activity (present and future)
FI 5	Prepare an annual budget		JP/SC	31 Dec 2008	Development Plan EGU/ELGA Awards Agreement Itemised costs, receipts etc.	No direct costs

	Review of CDC Negotiate Years 2 and 3 funding with EGP and CGP partners		JP/AW Steering Group KSDU	Yearly	Budget Account details	No direct costs
FI 6	General administration	<ul style="list-style-type: none"> To assist in the ongoing costs towards implementing and maintaining the development plan 'behind the scenes (e.g. volunteer expenses etc.) 	Steering Group	Ongoing	Budget Itemised costs, receipts etc. Supporting documentation	£800

Year 2

As per year 1 plus...

Ref	WHAT	HOW	WHO	WHEN	RESOURCES	FUNDING
FI 7	Identify any new funding streams and apply accordingly	<ul style="list-style-type: none"> Review funding streams and identify projects that meet funding criteria Seek advice regarding the application process and form completion prior to submission RDO 	Steering Group CDC/AW	Ongoing	Internet: Local Authorities County Sports Partnerships Awards for All Sport England	No direct costs Aim to raise enough funding to support all partnership activity (present and future)

Year 3

As per year 2 plus...

Aim to raise funds that can be allocated to the partnership development programme; for example, increase affiliation fees, with a view to becoming self funding in year 4.