



**100+ YEARS
OF
FAIRWAYS
FRIENDSHIPS & FORE!**

MIDDLESEX GOLF

BUSINESS PLAN 2021-2026

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Executive Summary

From the first Business Plan (2018-2021) there have been notable achievements and at the same time we have adjusted areas to better reflect the Boards desire to move forward. The new Plan reflects our desired direction.

Looking back, we have achieved a level of Excellent Governance, Improved image and communication while maintaining our high standards of financial strength and prudence.

Despite the restrictions due to COVID-19 we achieved excellent results in terms of participation and accessibility for an increased number of golfers.

Our new coaching programme reflects better the needs of our elite golfers and is in response to discussions with those golfers.

As a county we have listened to our members as we supported them over the last 4 years and this Business Plan reflects our future involvement in supporting our clubs further.

Middlesex Golf's Strategic Objectives:

The Middlesex Golf Business Plan covers a five year period from 1st February 2021 to 31st January 2026. Detailed action plans have been drawn up under the following headings:

- **Excellent Governance** - adopting standards, policies and procedures to become a model of best practice including:
 - Role descriptors, terms of reference and limits of authority for all board positions and sub-committees.
 - A minimum of 30% gender diversity on The Board.
 - A code of conduct and ethics for all Directors.
 - Valid DBS checks and training for anyone working with children in a regulated activity. Ensure standards set by SafeGolf Accreditation are consistently met.
 - Compliance with all applicable laws, risk management procedures, the Code for Sports Governance and GDPR.
- **Improved image and communication** – listening to and supporting our clubs and their golfers through consistent, targeted and high-quality communication including:
 - Weekly website and social media updates.
 - Regular club visits by the County Secretary, England Golf Regional Manager and Club Support Officer.
 - A monthly county newsletter.
 - A member satisfaction survey.
 - An Annual Awards Event
 - Regular and current social media updates across multiple platforms
 - Live and engaging updates of the County's tournaments via social media
- **Finance** – strong and sustainable finances achieved via budgetary control, cash flow monitoring, quarterly reporting and audited annual accounts. Affiliation fees will be set in November each year.

- **Winning golfers (Teams and Coaching)** – supporting and developing motivated golfers and competitive teams.
 - A winter coaching plan will be published each year
 - Offer the County's players standards and varieties of coaching that will 'enhance the coaching at club level.
 - A combination of away days, indoor coaching with TrackMan, Psychology seminars, and bespoke S&C training.
 - Annual monitoring of handicap reductions.
 - Annual review of the coaching programme to illustrate a return on investment.
 - Safeguarding and child protection training for all team managers and coaches.
- **Outstanding championships, competitions and events** – increasing participation in county competitions and events with accessibility for golfers of every level. Middlesex Golf will run 9 men's events, 9 women's events, 9 mixed events, 7 junior events and support and monitor the effectiveness of Order of Merit competitions.
- **Club Support** – understanding and supporting golf club needs to grow the game in Middlesex, supported by England Golf's Regional Manager and Club Support Officer. Additional county support will include handicapping & rules training, course ratings, a training & education day, junior organiser's forum and up to three member's forums per annum.
- **Development** - Develop programmes to further enhance the game of golf in Middlesex.

Key Performance Indicators will be reviewed by The Board on a quarterly basis.

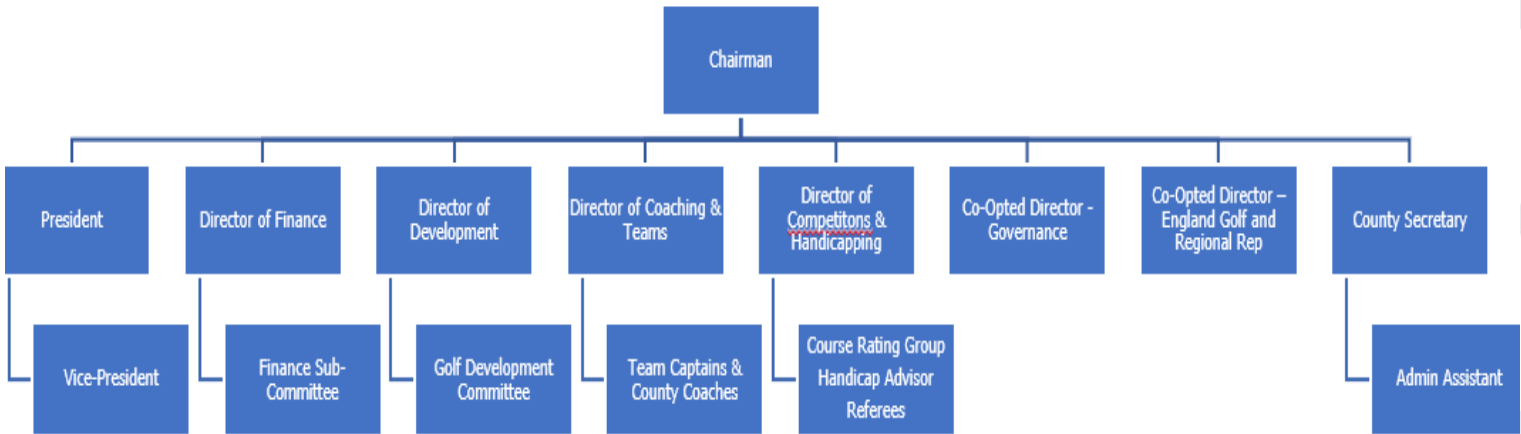
Middlesex Golf – Setting the Scene

Golf first came to Middlesex in about 1890. With the passage of time more clubs came into being and there was an increasing need and desire for closer co-operation. On 29th April 1924, the Middlesex County Golf Union was formed. The main aims of the Union at that time were to further the interests of the game of golf, assist in setting up a uniform system of handicapping by means of an annual County Championship meeting, County matches and by such other action as may be considered desirable for the benefit of the Golf Clubs belonging to the Union. The earliest recorded meeting of Ladies County Golf was held on February 6th 1900 when Middlesex representatives attended, with other local Counties, to discuss Inter County matches and the rules governing these. By 1901 the Middlesex County Golf Club had 40 members and by 1911 Rules were added to the Membership Booklet. In 1928 they became affiliated to the Ladies Golf Union and changed their name to the Ladies Association. The aim was and continues to be, to encourage women to take up the game in an atmosphere of friendship and to provide opportunities for players of all abilities to compete.

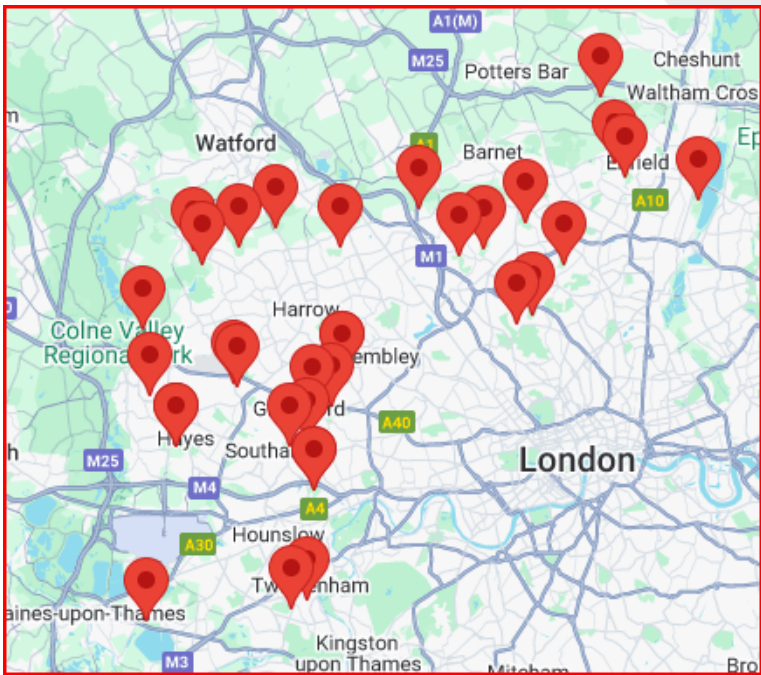
In July 2015, representatives from the Middlesex County Golf Union, Middlesex Ladies County Golf Association and the Middlesex County Golf Partnership started to discuss the potential benefits of working together in order to better support the local golfers and golf clubs that they served.

On 25th January 2017 Middlesex Golf became a Company. The Middlesex County Golf Union and Middlesex Ladies County Golf Association merged into one body and in doing so have created one strong body representing all aspects of golf within the county.

Organisational structure diagram:



Middlesex Golf currently has 33 affiliated golf clubs and 9 stand-alone driving ranges. A full list of facilities is shown at **Appendix A**.



Purpose of the plan

This plan aims to set out the delivery of a range of co-ordinated programmes to grow the game within the county, as well as support local partnerships with key organisations that may contribute to the development of golf (e.g. golf clubs, golf course operators, county sports partnerships (CSPs) and local authorities).

This is a five year plan covering the period 2021-2026.

A full copy of this plan and an Executive Summary are available at www.middlesexgolf.co.uk

Where are we now? Situational Analysis:

Understanding our current county situation is an important part to help plan its future. By undertaking these exercises, we understand where the county is, and which direction it should go in.

SWOT Analysis:

Our SWOT analysis is designed to identify what we are good at, what we can do better, as well as the things which may have a positive or negative impact on our county. This is our county SWOT which includes input from a Members Forum:

| Strengths | Weaknesses |
|---|---|
| Effective media coverage Large population Small county (33 affiliated clubs) Efficient Finance Management A merged body Successful Communication Plan Relationship with England Golf A modern structure Enthusiastic and capable Board of Directors Commitment to a plan for the future A positive relationship with clubs Well run championships and events Liability Insurance provided by EG | Transient population London travelling/traffic Difficulty with succession planning Difficulty recruiting Delegate engagement Internal club advertising Club Professional engagement Lack of Schools engagement |
| Opportunities | Threats |
| Grow success in team performance Encourage more participation in county competitions Increase junior opportunities Sharing knowledge as a merged body Maintain co-ordination, co-operation and communication with club managers and directors of clubs Share best practice across the county Further Develop talent Making better use of improved club facilities Flexible admin working arrangements Schools engagement Casual players (I Golf) Introduce regional county meetings Increase sponsorship opportunities for clubs Connect with county professionals | Declining membership (particularly women and young people) Ageing membership Other sports/leisure activities Competition for volunteer time Longer working hours; both parents working Economic turmoil Decline in Public Golf Courses Government and local authority policies |

More of/less of

Every county has things that they would like more of, and things that they would like less of. This is our county list:

| More Of | Less Of |
|---|---|
| Members Volunteers Participants Spectators Communication with clubs and other facilities Reciprocal arrangements between clubs and ranges Internal club advertising county events and news Succession planning Understanding what the county provides Appropriate competitions | Membership turnover Clubs failing to understand what the county provides |

Financial Analysis

To get an understanding of our financial situation we have completed a Financial Analysis. Using the information in this we have identified a number of noteworthy recent financial trends within our county:

| Recent Financial Trends | |
|-------------------------|----------------------|
| 1. | Established company. |

| Financial Targets & Policies | |
|------------------------------|---|
| 1. | To ensure there are sufficient assets to finance the golfing and other activities of the company. |
| 2. | The audited accounts to have a minimum level of working capital at £50,000. |
| 3. | To remain debt free. |
| 4. | Compliance with legal and accounting standards. |

Where are we going?

We have chosen the words that featured most prominently in our Situational Analysis to create our:

Purpose: Inspiring and developing all levels of play, membership, competition and team golf in order to help grow the game in Middlesex.

Values:

- **Honest.** Acting with integrity, trust, fairness, reliability and transparency.
- **Inclusive.** Welcoming and enabling everyone to be involved with golf in Middlesex.
- **Responsible.** Effective and transparent management of all resources.
- **Excellence.** Setting and encouraging the adoption of high standards. Seeking continuous improvement.
- **Supportive.** Listening to our members in order to support their needs.

Priorities for the next four years

With our purpose at the centre of everything we do, we have identified our priorities for the next four years.

| Core Areas | Priority |
|--|-----------|
| Governance | A |
| Marketing and communications | B |
| Finance | B+ |
| Coaching and teams | A |
| Championships and events | A |
| Club Support (recruitment, retention, training, rules, handicapping and course rating) | B |
| Development of all aspects affecting the game in the County | A |

How are we going to get there?

Action Plans:

This section is how our county will achieve its purpose. For each of our core areas of work we have identified:

A Strategy Statement - how this core area of work will contribute to our overall purpose.

Accountability – who is responsible for making it happen? This person will lead the core area of work, with designated support.

SMART (SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC, TIME BOUND) Objectives - what we are seeking to achieve in this core area of work, supported by key measurements.

Initiatives - the ideas that will help us achieve our SMART Objectives.

Note: the choice of initiatives in our plan have been prioritised by their financial cost, resource implications, and overall impact against our SMART Objectives.

| | | |
|----------------------------|---|-----------------------------------|
| Core area of work: | Governance | Priority: A |
| Responsible: | Chairman - David Niccol | Supported by: Anne Koychev |
| Strategic Aim: | Excellent governance: adopting standards, policies and procedures to become a model of best practice. | |
| SMART Goals: | <ul style="list-style-type: none"> • The Board shall meet four times a year. Two general meetings and an annual general meeting each year. Meeting dates shall be set at the beginning of each financial year. • To adopt all England Golf Policies • Actions in all Core areas will form the basis of Board meetings. • Review of strategic objectives will be reviewed annually and presented at the Annual meeting • Decision making shall be recorded and minutes available on the web-site within 2 weeks of being approved . • At least 30 per cent gender diversity on The Board. • Job descriptions and person specifications available for all Board Posts will be reviewed annually by 1st June. • Sub-committee terms of reference including limits of authority reviewed quarterly. • Review of the Code of Conduct and Ethics for all Directors, and sub-committee members and playing members by 30th April. • SafeGolf accreditation criteria to be evaluated and adjusted, if necessary, annually by April 20th. • Compliance with all risk management policies with insurance for each event, reviewed annually by the tournament sub-committee. • County and Club Welfare Officers to attend a "Time to Listen" workshop every three years. • Ensure that all appropriate members have a valid DBS checks registered with Middlesex Golf and all attend Safeguarding and Time to listen on line seminar Audited by April 30th each year. • Review compliance criteria to comply with General Data Protection Regulations by May 31st each year | |
| Initiatives: | <ul style="list-style-type: none"> • To comply with all aspects of the Code for Sport Governance • Middlesex Golf shall be transparent and accountable, engaging effectively with all members and nurturing internal democracy. • Middlesex Golf shall uphold high standards of integrity and engage in regular and effective evaluation to drive continuous improvement. • The Board shall recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further Middlesex Golf Ltd goals. Promote diversity in our leadership and volunteers through the Board of Directors. • The Board shall comply with all applicable laws and regulations, undertake responsible financial strategic planning, and have appropriate cost controls and risk management procedures. • A 4-week induction programme for all new appointees to review operational procedures. • Sub-Committee progress will be reviewed at each board meeting and outstanding actions adjusted and recorded. | |
| Initiatives cont... | | |

| | |
|--|--|
| | <ul style="list-style-type: none"> • Set up and implement county safeguarding and child protection policies and procedures including the appointment of a County Welfare Officer. • A data protection policy which will set out the procedures for handling data and ensure the County is meeting its legal obligations. |
|--|--|

| | | | |
|---------------------------|--|----------------------|--|
| Core area of work: | Marketing and Communications | | Priority: B |
| Responsible: | Secretary/Operations manager | Supported by: | Lee Patterson and additional external resources. (Alan Murray & Des Cassidy) |
| Strategic Aim: | Build on Strong Consistent Message and Awareness that now exists – Golf is for ALL in Middlesex, where we continually practice and offer Equality, Diversity and Inclusivity. Encouraging our clubs and golfers at every juncture to practice the above with the aim to grow participation and the enjoyment of the game. | | |
| SMART Goals: | <ul style="list-style-type: none"> • Inform members directly about Middlesex news and events without having to rely on clubs to disseminate information – via social media / Website and Club Notice boards • Create a Quarterly communication plan created in conjunction with BeaMarketing for forthcoming year(s). • Retain the current followers on each social media platform and aim for 5% organic growth • 60-80 social media posts per month across all platforms • Reach at least 200k impressions per annum on X/ Facebook/Instagram, with 3-5% engagement, Activity will be at its height between April – October, but momentum to be maintained in off season. • Members and clubs to receive monthly communication about events, initiatives, news. • Redesign and review the need for an Annual Awards Event each year that attracts 75% of Middlesex clubs • Work with existing sponsor of County Card to help with awareness and to create a long term relationship • Create club history spotlight on remaining clubs by 2027 • Offer Marketing Support and Planning to the smaller clubs to encourage governance and closer ties • Increase Participation of Middlesex Golf Events • Review the “Product” that Middlesex offers and challenge current relevance • Influence and encourage the development of NEW Initiatives offered by the county each year • Extend to the membership all relevant England Golf News • Promote the rules of golf and their understanding • Encourage the role of the Volunteer and planned succession | | |

| | |
|---------------------|--|
| | <ul style="list-style-type: none"> Do not accept the Status Quo |
| Initiatives: | <ul style="list-style-type: none"> Remain relevant on social media with current local and global golf news. Be informative and entertaining Embrace the ever-changing online tools / stories / reels etc Work with team officials / managers to encourage the sharing of content Encourage a programme to entice more Volunteers Marketing to encourage participation at Middlesex events Active, engaging, and regular website content – regular measure of performance. Fortnightly / Regular as needed meetings between BeaMarketing and Secretary to prepare Social Media priorities Look to create strategic paid promotions across all platforms -eg BOOST when needed to widen the audience toward non members Increase engagement with women and minorities – be the “champion” of respect initiatives Assist with production of regular newsletter Work alongside County to always seek a commercial sponsor. Regular and grow communication with club delegates. Regular club visits including a review/update of key contacts. Support the smaller clubs with marketing Middlesex Golf Secretary to work at Golf clubs during summer months to become more visible and to strengthen personal relations with clubs and members. Facilitate Lee Patterson’s work and promote as widely as possible |

| | | | |
|---------------------------|---|----------------------|---------------------|
| Core area of work: | Finance | | Priority: B+ |
| Responsible: | Hasmukh Pattni | Supported by: | David Simon & Co |
| Strategic Aim: | Strong and sustainable finances. | | |
| SMART Goals: | <ul style="list-style-type: none"> To retain £50,000 reserves at the end of a financial year. To have an annual audit concluded within three months of the year-end. To have annual budgeting for the following year, completed by the end of November. Affiliation fee collection and payment to England Golf within six months of raising the invoice. <ul style="list-style-type: none"> Affiliation fee to be set for the following year by the end of November. Board KPIs reviewed quarterly by the Finance Director and made available to members to describe how money has been spent. | | |

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|---------------------------|---|----------------------|--------------------|
| Core area of work: | Coaching and teams | | Priority: A |
| Responsible: | Director of Teams & Coaching | Supported by: | Tom Powell |
| Strategic Aim: | Winning golfers – supporting and developing motivated golfers and competitive teams. | | |
| SMART Goals: | <ul style="list-style-type: none"> • Review the criteria for selection for inclusion in coaching programmes and team selection. • Prepare Group coaching needs analysis for each county squad to form the basis of the coaching plan • Annual coaching plan to be published by October each year, including a timeline of annual actions and coaching away days. • Produce a budget and focus resources on well received and effective initiatives • Ensure all squad members receive the Coaching Programme • All managers and coaches involved to comply with SafeGolf Guidelines. • Offer County players coaching and training experiences enhancing that they receive at club level • Consistently attract the County's best players to represent the County. • Produce Player Pathways for Junior development (this could be included in Development Plan) | | |
| Initiatives: | <ul style="list-style-type: none"> • Offer our best players the opportunity of coaching practice where they are mentored by a coach for the day and are taught e.g. course management, practice round tips, rather than being coached on swing mechanics. • Include our second tier County players coaching. • Promote our coaching initiatives, the benefits of being a Middlesex Team Player and criteria for being selected on social media and to all clubs. • Create clear and intuitive pages on County website that house details of each team, their coaching, the events they should compete in, and the manager's details. • Communicate the player pathway to junior organisers, junior members and their parents. • In conjunction with the County Secretary review all manager's and coach's SafeGolf accreditation on an annual basis. Facilitate accreditation or renewal if needed. • Annual review of all coaching programmes with coaches and squad in May each year to analyse return on investment. Alter plans for October plan if needed. • Ensure all teams have appropriate equipment when representing the County keeping an accurate record of clothing used by teams | | |

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|---------------------------|--|----------------------|--|
| Core area of work: | Championships and events | | Priority: A |
| Responsible: | Director of Tournaments Robbie Martin | Supported by: | Secretary/operations manager. County Admin Assistant |
| Strategic Aim: | Outstanding championships, competitions and events – increasing participation in county competitions and events with accessibility for golfers of every level. | | |
| SMART Goals: | <ul style="list-style-type: none"> • Maintain a role description for championship and event volunteers. Audit of host venues 3 1 month prior to each event ref. health & safety, risk management, emergency procedures, safeguarding and child protection compliance. • Establish a tournament committee for each event for the planning, promoting, executing and reviewing the event • 9 men's events, 9 women's events, 9 mixed events, 7 junior events and support six Order of Merit competitions per annum. • Aspire to run three Order of Merit competitions per annum (men's, women's and juniors). • Increase participation year-on-year from 1000 by 25 annually. • Annual review of venues, entry fees and costs, conducted by the sub-committee in November each year. • 80% satisfaction at our events (participants and clubs) measured by post event questionnaire | | |
| Initiatives: | <ul style="list-style-type: none"> • Recruit and retain voluntary support for each event. • Selection and training of qualified referees. • Funding to support clubs that host order of merit events, subject to compliance with safeguarding and protecting children. • Encourage clubs to host women's and mixed scratch opens so make an order of merit possible for them. • Actively advertise all events via county website, social media routes, newsletter and targeted emails. • Ensure consistent operational standards. • Set event entry fees to cover costs accordingly. | | |

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|---------------------------|---|----------------------|--|
| Core area of work: | Club Support | | Priority: B |
| Responsible: | Secretary/operations manager | Supported by: | Chairman/Secretary/County Admin Assistant Course Rating Manager: Graham Jones England Golf CSO |
| Strategic Aim: | Understanding and supporting golf club needs to grow the game in Middlesex. | | |
| SMART Goals: | <p>Direct county engagement with 16 clubs per annum.</p> <ul style="list-style-type: none"> • Two Members Forums per year engaging with all clubs .Meetings to be arranged on a regional basis to help improve attendance • Include identified Club training needs into regional delegate meetings. • Annual Junior Organisers Forum engaging with 80% of clubs (with juniors) • Ongoing commitment to clubs availing themselves of the course rating team. • 1 Rules training workshop available to all clubs as requested • Handicapping workshops available at club and regional level as identifies and requested. <p>England Golf Club Support Officer and Regional Manager support</p> <ul style="list-style-type: none"> • County support • To visit all clubs at least once a year • All clubs to comply with Terms of Affiliation including SafeGolf, EDI Policies and #RespectinGolf • Priority areas of support around Club Governance, Recruitment & Retention (focus women & juniors), Drive ED&I agenda, SafeGolf, EG Participation Initiatives, Environmental Sustainability, WHS, signposting to include internal expertise, workshops, online resources, preferred suppliers, mental health and women's health. | | |
| Initiatives: | <ul style="list-style-type: none"> • Supporting a more inclusive agenda - Golf Fore Her and Fore Your Mind resources and support • Focus on attracting and supporting under-represented groups – boys and girls, women (focus 18-50) • Women – Women in Golf Charter, Women on Par, Get into Golf, ED&I audit toolkit • Juniors – Junior Hub Clubs (supported by EG & Golf Foundation), Junior Golf Challenge, Girls Golf Rocks, Get into Golf Rookies, Get into Golf Campaign, new Junior Organiser handbook • Stronger club governance – Significant resources and support available to help drive change, including access to Governance Guide and supporting resources, membership surveys, Understanding Your | | |

| | |
|--|--|
| | Market, Golf DNA (EG's club data capture for benchmarking/trends), webinars, workshops, facilitated club sessions. |
|--|--|

| Core area of work: | Development | | Priority: A |
|---------------------------|---|----------------------|--------------------|
| Responsible: | Development Director: Ruth Holmes | Supported by: | Anne Koychev |
| Strategic Aim: | To develop programmes to further enhance the game of golf in Middlesex | | |
| SMART Goals: | <ul style="list-style-type: none"> • Improve participation and membership of women in the County. • Increase the number of clubs with a Junior Organiser • Identify and prioritise Development issues for action planning. • To introduce developed initiatives into Operational policy | | |
| Initiatives: | <ul style="list-style-type: none"> • Adopt the R&A Women's Charter and promote adoption at Club level to also encompasses the Respect in Golf initiative. • Continue with County wide Development Steering Group (which succeeded the Women's Development Group). • Promote the role of clubs to support the development of women's golf through club commitment and role of Club Professionals. • Support beginner golf coaching at clubs through continued grant funding • Promote 'family golf' at clubs. • Promote Academy coaching • Share ideas and initiatives within the County. | | |

Who is accountable?

| Core Area | Person Accountable | Supported By |
|-------------------------------------|---|--|
| Governance | David Niccol: Chairman: | Anne Koychev: Welfare Officer |
| Marketing and communications | Lee Patterson: Secretary/operations manager | Des Cassidy Alan Murray |
| Finance | Hasmukh Patni: Finance Director | Lee Patterson David Simon & Co. |
| Coaching and teams | | Tom Powell |
| Championships and events | Robbie Martin: Tournament Director | Lee Patterson: Secretary/operations Ketan Raja: Referee Coordinator |
| Club support | Lee Patterson: Secretary/operations manager | External agents including EG |
| Development | Ruth Holmes: Development Director | Anne Koychev |

| | | |
|-----------------------------|--------------------|----------------------|
| Referee Coordinator | Ketan Raja | Robbie Martin |
| England Golf Liaison | Di Rowlands | Lee Patterson |

Training

All our staff and volunteers may have identified training areas to which the County will provide resources

| Person(s) | Training Required |
|---|---|
| Team Managers, Club Welfare Officers (available to clubs) | Safeguarding and Protecting Children |
| Board and Team Managers (available to clubs) | Risk assessments |
| Board and Team Managers (available to clubs) | Website & Social Media |
| New and current referees | Rules and refereeing |
| Handicap secretaries (clubs) | WHS WORKSHOPS as and when imminent changes or ongoing education |
| Course-raters | Course assessing (as and when changes or for new assessors) |
| Lee Patterson | Tailored to personal needs. Possibly IT development |
| Board | Development of Board of Directors; Induction for new Directors |

How will we know we are there?

Key Performance Indicators

To know if we are progressing our Business Plan we need to keep a record for each of our Core Areas. These are our Key Performance Indicators (KPIs) - the things that will determine whether our SMART Objectives are on track to being achieved:

| Core Area | Strategic Aim | Primary KPI | Benchmarks |
|-------------------------------------|---|---|---|
| Governance | Adopting standards, policies and procedures to become a model of best practice. | 4 meetings per year. Review Quarterly performance. Update one-page plan accordingly quarterly. | |
| Marketing and Communications | Improved image and communication Listening to and supporting our clubs and their golfers through consistent, targeted and high-quality communication. | Monthly web-site traffic. Number of individuals signed up to newsletter. Number of attendees at meetings, workshops, and tournaments. Membership and club satisfaction survey ratings (70%). | 2000 followers on each platform. 60-80 social media posts per month 50K impressions per month through winter and 75K in summer County sponsor that covers the cost of marketing annually |
| Finance | Strong and sustainable finances.+\ using modern accounting platforms / practices. | Budgetary control, cash, flow monitoring, quarterly financial information, variance in club membership numbers, audited annual accounts. | 10,000+ affiliated members. Income enough for budgeted functions |
| Coaching and teams | Winning golfers Supporting and developing motivated golfers and competitive teams. | Number of players eligible for County Coaching as deemed by Selection criteria document. A ceasing of the migration of County level players to neighbouring Counties. | Double the player's eligible for each coaching Squad as there are spaces available Friern League – 20 teams competing. The average handicap for each Coaching Squad, lowering year on year. |

| | | | |
|---------------------------------|---|--|---|
| Championships and events | <p>Outstanding championships, competitions and events</p> <p>Increasing participation in county competitions and events with accessibility for golfers of every level.</p> | <p>Championship entries.</p> <p>Number of participants increasing year on year</p> <p>As many championships on weekends as possible</p> <p>Develop new competitions as required.</p> | <p>Incremental attendance at championships up to maximum possible.</p> |
| Club Support | <p>Understanding and supporting golf club needs to grow the game in Middlesex.</p> | <p>Club Engagement</p> <p>County Secretary to visit 16 clubs per year.</p> <p>England Golf to visit 33 clubs per year.</p> <p>Update WHS Transition Software or equipment as required</p> <p>Support Membership Retention Plans</p> <p>Support Business Plans</p> <p>Develop clubs' Social Media presence with Bea Marketing's help to become better at Marketing their product.</p> | <p>County Support Officer to be involved in a focused approach for in depth consultations with all affiliated clubs.</p> <p>Maintain availability for all clubs.</p> |
| Development | <p>To develop programmes to further enhance the game of golf in Middlesex</p> | <p>Junior Development Grant</p> <p>Sign Women's Golf Charter</p> <p>Volunteer initiatives at club and County levels</p> | <p>66% of clubs to have a Junior Organiser</p> <p>50% clubs adopt Women's Charter</p> <p>50% identified needs have become Operational actions</p> <p>10 Women's organisations contacted to promote golf</p> <p>20% Participation in women's Order of Merit.</p> |

Our Board Meeting Agenda will report against our Key Performance Indicators and focus on any Core Areas that are not 'On-Target.'

Ongoing review

Our County Business Plan will only be successful if it is used and regularly reviewed, the timetabled future annual review dates will be:

- AGM early February
- Board Meetings – in the months April, July, October, and January
- General meetings – April and November

The One Page Plan

Without actions, we cannot achieve our County Purpose. This page contains the **immediate 2025** actions that will be undertaken to achieve our Business Plan, the person responsible, and when it will be done by:

| Initiative | By Who | By When |
|--|--|---|
| <ul style="list-style-type: none">• Board meeting schedule published• Members Forum schedule published• Club Feedback Survey results• Club delegate role descriptor• Rules workshops• Safeguarding and child protection workshops (query need now England Golf now have seminars on line)• Annual communication plan• Set criteria for annual discretionary coaching grants• Club support programme• Code of Conduct and Ethics for all Directors and sub-committee members• DBS checks audited• Data protection policy ref. compliance with GDPR | Secretary Secretary Secretary Di Rowlands Ketan Raja Anne Koychev Secretary Secretary Development Director Secretary/Chairman Anne and Chairman Lee Patterson Anne Koychev Anne, Chairman | 7 th February 7 th February 15 th March 1 st April 1 st April 1 st April 31 st March 30 th April 20 th April 30 th April 30 th April |

This part of the plan will be revisited at every Board meeting and formally updated every three months

Annual cycle of planning/reporting

| Initiative | By Who | By When |
|--|---|---|
| Quarterly Reports. | Sub-committee, Chairman, County Secretary | Circulated to full board 7 days in advance of the board meeting |
| Coaching Plan to be submitted to the Board for approval each year. Publish dates for team matches | Sub Committee Chairman | 15 th August each year 1 st December each year |
| Development plan to be submitted to the Board for approval each year | Sub Committee Chairman | 15th December each year |
| Publish Dates for following year competitions | County Secretary | 1 st November each year on website. Hard copy at AGM |
| Budget for financial year | Finance Director | 1 st January each year |
| Safeguarding Training plan | County Welfare Officer | 1 st March each year |
| Club Support Plan Annual Review Middlesex | County Secretary | 1 st January each year |

| | | |
|---|---|---|
| <u>Rules Seminar Programmes</u> | <u>Ketan Raja</u> | <u>As requested</u> |
| <u>Tournament & Events Diary</u> <u>Tournament Rules and Committee</u> | <u>County Secretary</u> <u>Robbie Martin</u> | <u>By 31st December</u> |

Ways of working

Clarification of who is responsible for what:

| Middlesex Golf | | England Golf to be reviewed and updated by Helen Tartellin |
|--|--|---|
| Website: www.middlesexgolf.co.uk | | Website: www.englandgolf.org |
| Twitter: @Middlesex_Golf | | Twitter: @EnglandGolf |
| Vision: To grow and sustain the game of golf in Middlesex | | Vision: Growing the Game of Golf in England |
| Business Plan: current 2021-2026 (Chairman) | | Operational Plan: Balanced scorecard |
| Funded by: Affiliation fees, partner contributions and external funds secured via grant applications and/or sponsorship | | Funded by: Affiliation fees. Sport England funding award. |
| Meeting structure: Board meetings. General members meetings. AGM. | | Meeting structure: Board meetings. Voting Members meetings. AGM. |
| Staff: County Secretary County Admin Assistant Specific contractors | | Participation and Club Support: 4 Senior Regional Managers, 4 Regional Managers and 35 Club Support Officers employed by England Golf to support counties and clubs. (S)RM and CSO – pre and post season attendance at Executive Meetings |
| Governance: Chairman | | Compliance with the Code for Sports Governance by 1 st January 2021. Meeting the highest level of the Sport England Equality Standard. |
| Safeguarding: Adopting standards, policies and procedures to become a model of best practice. (County Welfare Officer) County Welfare Officer. | | Safeguarding templates. Case management. DBS applications. Training and education. |
| Events: Scratch and handicap events in a | Events: Beginner, pre-handicap, club handicap, | Tournaments: 24 Championships for elite players of all age categories. |

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| range of formats for boys, girls, men, women & seniors. | scratch and handicap events for women and girls. | 30 handicap events for the club golfer plus National Golf Week. |
| Teams: First, Second & Seniors, under 14, under 16, under 18, Junior Girls | Teams: | Teams: Support the transition from amateur to professional. National and regional squad coaching programmes. Talent development programme at a county level, including funding support. |
| Conferences: Annual awards event. | | Conferences: Biennial conference. Biennial awards dinner. |
| Handicapping and course rating: | Rate all the courses in Middlesex under the USGA Course Rating system. | Handicapping and course rating: Lead on the development of handicapping including any changes to the Central Database of Handicaps. Rate all the courses in England under the USGA Course Rating system. |

Appendix A: A list of golf clubs and facilities

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| 1. <u>Ashford Manor Golf Club (men only)</u> | 2. Brent Valley Golf Club | 3. Bush Hill Park Golf Club |
| 4. Crews Hill Golf Club | 5. Ealing Golf Club | 6. Enfield Golf Club |
| 7. Finchley Golf Club | 8. Fulwell Golf Club (men only) | 9. Grims Dyke Golf Club |
| 10. Hampstead Golf Club | 11. Harefield Place Golf Club (New operator TBC) | 12. Harrow School Golf Club |
| 13. Haste Hill Golf Club | 14. Hendon Golf Club | 15. Highgate Golf Club |
| 16. Hillingdon Golf Club | 17. Leaside Golf Club | 18. Mill Hill Golf Club |
| 19. Muswell Hill Golf Club | 20. North Middlesex Golf Club | 21. Northwood Golf Club |
| 22. Perivale Park Golf Club (now at Brent Valley GC) | 23. Pinner Hill Golf Club | 24. Stanmore Golf Club |
| 25. Stockley Park Golf Club | 26. Strawberry Hill Golf Club (men only) | 27. Sudbury Golf Club |
| 28. London Airlinks (TBC) | 29. West Middlesex Golf Club | 30. The Inspiration Club |
| 31. Wyke Green Golf Club | 32. West London Golf Centre (9 holes) | |