



MIDDLESEX GOLF BUSINESS PLAN 2021-2024

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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 four-year period from 1st February 2021 to 31st January 2024. 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 training that 'they cannot obtain 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 10 men's events, 9 women's events, 2 mixed events, 6 junior events and support six Order of Merit competitions per annum.
 - **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.

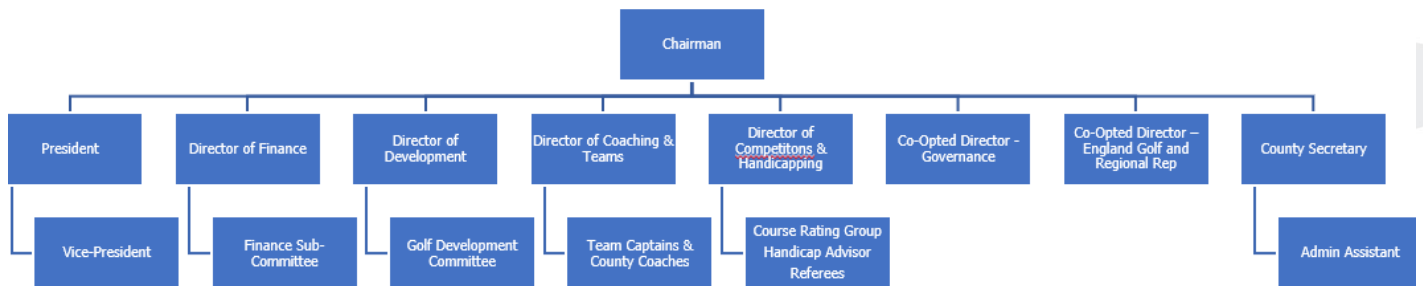
Middlesex Golf – Setting the Scene

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.

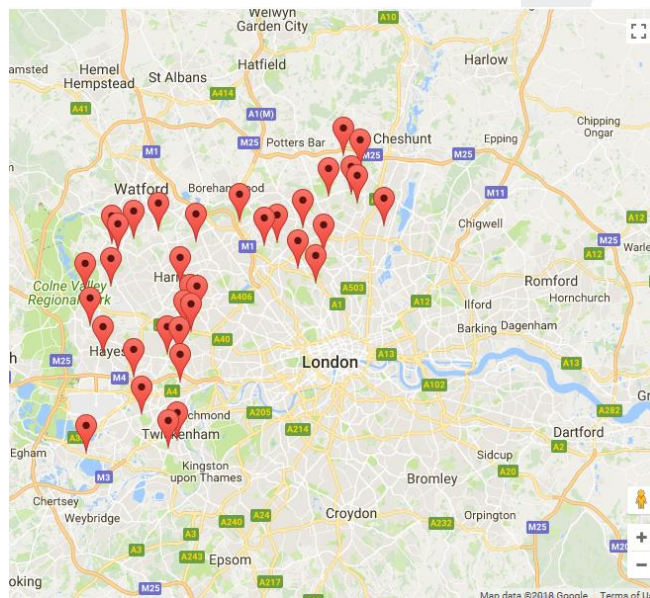
In July 2015, representatives from the Middlesex County Golf Union, Middlesex Ladies County Golf Association and the Middlesex County Golf Partnership started to discuss the potential benefits of working together in order to better support the local golfers and golf clubs that they served.

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 31 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 four-year plan covering the period 2021-2024.

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
Large population Small county (31 affiliated clubs) Financially stability A merged body An Incorporated organisation 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 Communication plan under development Poor team performances Limited talent pool Limited facilities Few volunteers
Opportunities	Threats
Grow success in team performance Encourage more participation in county competitions Increase junior membership Convert junior members into full members Sharing knowledge as a merged body Increase co-ordination, co-operation and communication with club managers and directors of clubs Share best practice across the county	Declining membership (particularly women and young people) Ageing membership Skills shortages/secretarial turnover Casual golf Other sports/leisure activities Competition for volunteer time Longer working hours; both parents working Economic downturn Club closures

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 Marketing Recruitment Retention Understanding what the county provides Appropriate/new competitions	Reluctance to accept change 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.	Newly incorporated 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	A
Finance	B
Coaching and teams	B
Championships and events	B
Club Support (recruitment, retention, training, rules, handicapping and course rating)	A
Development of all aspects affecting the game in the County	B

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 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	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. Three 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 relating to Equality, Diversity and Inclusiveness, risk management and safeguarding • 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 website 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, in place by 30th April 2021. KPIs reviewed quarterly. • Review of the Code of Conduct and Ethics for all Directors, and sub-committee members and playing members by 30th April 2021 • SafeGolf accreditation criteria to be evaluated and adjusted, if necessary, annually by October 20th. • Compliance with all risk management policies with insurance for each event, reviewed annually by the Competitions sub-committee. • Run at least one Safeguarding and Protecting Children workshop per year within the county. • 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. Audited by April 30th each year. • Review appliance 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 a Nominations Committee. • 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. 	

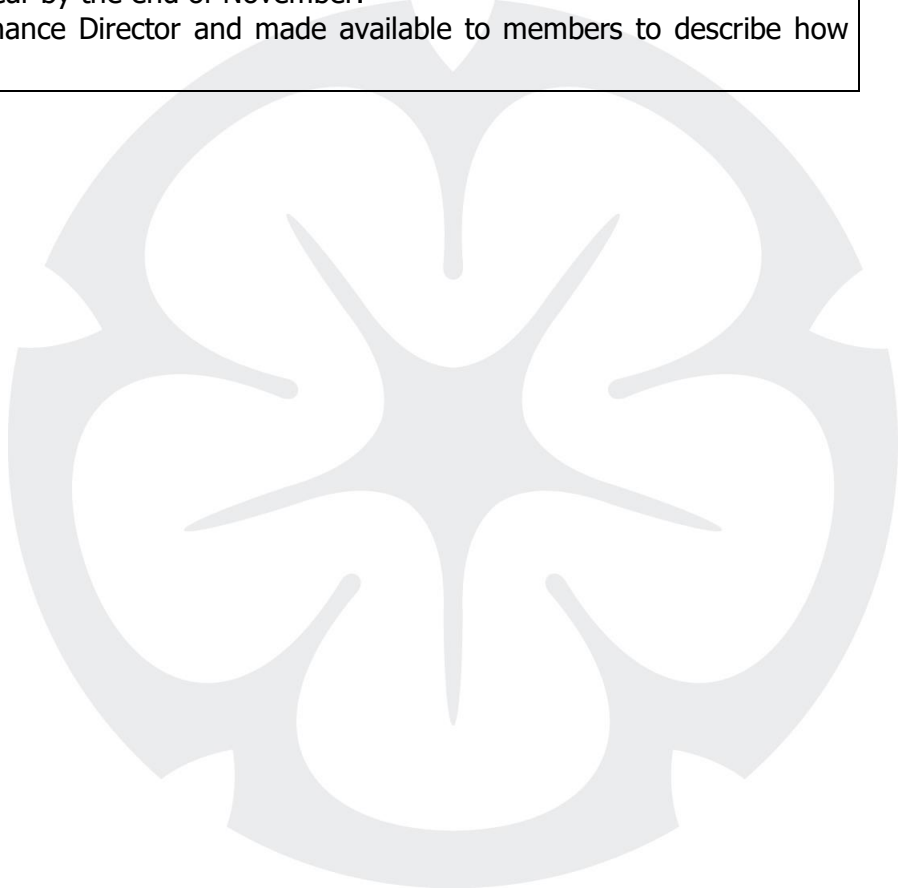
Initiatives cont...

- Sub-Committee progress will be reviewed at each board meeting and outstanding actions adjusted and recorded.
- 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: A
Responsible:	Secretary/Operations manager	Supported by:	Diana Rowlands and additional external resources.
Strategic Aim:	Improved image and communication – Listening to and supporting our clubs and their golfers through consistent, targeted and high-quality communication.		
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. • Annual communication plan created in conjunction with BeaMarketing for forthcoming year. • Obtain over 2000 followers on each social media platform • 60-80 social media posts per month across all platforms • Reach at least 50k impressions on each platform per month in the winter and 75k per month in the summer. • Members and clubs to receive monthly communication from about events, initiatives, news. • Produce an Annual Awards Event in February each year that attracts 75% of Middlesex clubs • Obtain sponsor that, at minimum, covers the cost of the annual marketing budget. • Create club history spotlight on 50% of clubs by 2024 		
Initiatives:	<ul style="list-style-type: none"> • Weekly meetings between BeaMarketing and Secretary to prepare Social Media content each week • Increase paid promotions across all platforms • Remain relevant on social media with current local and global golf news • Active, engaging, and regular website and social media presence. • Increase engagement with women • Produce a monthly Middlesex Golf Newsletter. • Secure a commercial sponsor. • Regular communication with club delegates. • Regular club visits including a review/update of key contacts. • Annual event and awards evening to recognise staff and volunteer contributions. • 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:	David Taylor	Supported by:
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. 	



Core area of work:	Coaching and teams	Priority: B
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"> • Offer County players coaching and training experiences that they cannot obtain at club level • Consistently attract the County’s best players to represent the County and reverse the migration of our best players to neighbouring Counties. • Have an easily accessible document that explains in a clear and transparent manner the selection criteria for each for both the summer competitive squads and the winter training squads. • Have all managers and coaches involved in regulated activity to comply with SafeGolf Guidelines. • Winter training plan to be published by October each year, including a timeline of annual actions and coaching away days. • Arrange a day(s) where all player selected for Winter Training meet and collect their Winter Training Pack • Summer Squad Schedule and Selection Criteria published by April each year. • Be prudent with budget and focus resources on well received and effective initiatives 	
Initiatives:	<ul style="list-style-type: none"> • Offer our best players the opportunity of ‘Away Days’ where they are mentored by a coach for the day at a golf course and are taught how to play rather than being coached on swing mechanics. • Offer our second tier County players indoor coaching at a modern golf facility with TrackMan. • Promote our Winter Training, Summer Match Schedule, the benefits of being a Middlesex Team Player and criteria for being selected as far as possible on social media and to all clubs. • Create clear and intuitive pages on County website that house details of each team, their training, the events they should compete in, and the manager’s details. • Communicate the player pathway to junior organisers, junior members and their parents. • Review all manager’s and coach’s SafeGolf accreditation on an annual basis. Facilitate accreditation or re-nal if needed. • Annual review of the Winter Training in May each year to analyse return on investment. Alter plans for October plan if needed. • Annual review of the Summer Team Performances in October each year. Alter plans for following year if needed. • Keep an accurate record of clothing used by teams 	

Core area of work:	Championships and events		Priority: B
Responsible:	Director of Tournaments	Supported by:	Secretary/operations manager
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. • 10 men’s events, 9 women’s events, 2 mixed events, 6 junior events and support six Order of Merit competitions per annum. • Run three Order of Merit competitions per annum (men’s, ladies and juniors). • Increase participation year-on-year from 1000 participants in 2020. • 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). 		
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 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. • Consistent operational standards. • Set event entry fees to cover costs accordingly. 		

Core area of work:	Club Support	Priority: B
Responsible:	Secretary/operations manager	Supported by: Chairman
Strategic Aim:	Understanding and supporting golf club needs to grow the game in Middlesex.	
SMART Goals:	<ul style="list-style-type: none"> • Direct county engagement with 16 clubs per annum. • Annual Middlesex Training and Education Day (including golf) from 2021 including risk assessment and safeguarding and protecting children workshops. • Three Members Forums per year, engaging with 50% of clubs. • Annual Junior Organisers Forum engaging with 80% of clubs (with juniors). • All clubs' course rated by June 2021. • 1 rules training workshop per annum. • 1 handicapping workshop per annum. <p>Club Support Officer and Regional Manager support</p> <ul style="list-style-type: none"> • Tailored and bespoke action plan to support at least 10 clubs. • 10 clubs per year receiving Senior Regional Manager support with changing culture and business planning. • 2 clubs achieving GolfMark accreditation. 	
Initiatives:	<ul style="list-style-type: none"> • The Club Support Officer to utilise the "Knowing your club" process as part of every club engagement and provide the appropriate support based on the needs identified. • Support golf clubs to understand their local market and potential customer base. • Facilitate an initial meeting of a golf club management group, to include club directors. • Promote local forums and signpost club and county volunteers to appropriate demand led workshops. • Signpost golf clubs to partner organisations and preferred suppliers that can provide financial benefit. • Finish the implementation of the USGA course rating system. • Signpost golf clubs to workshops to support the administration of CDH and WHS 	

Core area of work:	Development	Priority:
Responsible:	Development Director	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. • Ensure 66% of clubs have 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 encompass #FOREgolf initiative. • Continue with County Development Committee • Continue with County wide Women's Development sub-committee 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 • Market golf to Women's organisations • Promote 'family golf' at clubs. • Promote Academy coaching • Share ideas and initiatives within the County. • Introduce Order of Merit for women 	

Who is accountable?

Core Area	Person Accountable	Supported By
Governance	Anne Koychev	Chairman
Marketing and communications	Secretary/operations manager	Diana Rowlands
Finance	David Taylor	
Coaching and teams	Secretary/operations manager	Tom Powell
Championships and events	Robbie Martin	Secretary/operations manager
Club support	Secretary/operations manager	External agents including EG
Development	Development Director	Anne Koychev

Training

In certain cases, our staff and volunteers may need training to help them in their roles. Here are the training requirements we have identified for our staff & volunteers:

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)	Handicapping
Course-raters	Course assessors
Darragh Coghlan	Tailored to personal needs. Possibly Interpersonal Skills course
Board	Development of Board of Directors; Social Media

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.	<ul style="list-style-type: none"> • 4 meetings per year. • Review Quarterly performance. • Update one-page plan accordingly quarterly. 	
Marketing and Communications	<p style="text-align: center;">Improved image and communication</p> <p>Listening to and supporting our clubs and their golfers through consistent, targeted and high-quality communication.</p>	<ul style="list-style-type: none"> • 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%). 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Budgetary control, cash, flow monitoring, quarterly financial information, variance in club membership numbers, audited annual accounts. 	<ul style="list-style-type: none"> • 10,000+ affiliated members. • Income enough for budgeted functions

<p>Coaching and teams</p>	<p>Winning golfers Supporting and developing motivated golfers and competitive teams.</p>	<ul style="list-style-type: none"> • Number of players eligible for County Winter Training as deemed by Selection criteria document. • A ceasing of the migration of County level players to neighbouring Counties. 	<ul style="list-style-type: none"> • Double the player's eligible for each Winter Training Squad as there are spaces available • Friern League – 20 teams competing. • The average handicap for each Winter training Squad, lowering year on year.
<p>Championships and events</p>	<p>Outstanding championships, competitions and events Increasing participation in county competitions and events with accessibility for golfers of every level.</p>	<ul style="list-style-type: none"> • Championship entries. • Number of participants increasing in 2021. • As many championships on weekends as possible 	<ul style="list-style-type: none"> • Incremental attendance at championships up to maximum possible.
<p>Club Support</p>	<p>Understanding and supporting golf club needs to grow the game in Middlesex.</p>	<ul style="list-style-type: none"> • Club Engagement • County Secretary to visit 16 clubs per year. • England Golf to visit 33 clubs per year. • Support WHS Transition Software or equipment • Support Membership Retention Plans • Funding for WHS Signs 	<ul style="list-style-type: none"> • CSO to be involved in a focused approach for in depth consultations on up to 10 clubs. • Maintain availability for all clubs.

		<ul style="list-style-type: none"> • Pay for Membership Survey • Support Business Plans • Develop clubs' Social Media presence with BeaMarketing's help to become better at Marketing their product. 	
Development	To develop programmes to further enhance the game of golf in Middlesex	<ul style="list-style-type: none"> • Junior Development Grant • Sign Women's Golf Charter • Volunteer initiatives at club and County levels 	<ul style="list-style-type: none"> • 66% of clubs to have a Junior Organiser • 50% clubs adopt Women's Charter • 50% identified needs have become Operational actions • 10 Women's organisations contacted to promote golf • 20% Participation in women's Order of Merit.

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 – the beginning of the months April, July, October, and December
- General meetings - May and November

The One Page Plan

Without actions, we cannot achieve our County Purpose. This page contains the **immediate (2021)** 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 training • Safeguarding and child protection training • 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 Robbie Martin Anne Koychev Secretary Secretary Secretary/Chairman Anne and Chairman Anne Koychev Anne, Chairman	7 th February 7 th February 9 th April 6 th February 7 th February 15 th March 1 st April 1 st April 31 st March 30 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

Ways of working

Clarification of who is responsible for what:

Middlesex Golf	England Golf
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:	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 Administrator 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:	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.	Safeguarding templates. Case management.

County Welfare Officer.		DBS applications. Training and education.
Events: Scratch and handicap events in a range of formats for boys, girls, men, ladies' & seniors.	Events: Beginner, pre-handicap, club handicap, scratch and handicap events for women and girls.	Tournaments: 24 Championships for elite players of all age categories. 30 handicap events for the club golfer plus National Golf Week.
Teams: under 14, under 16, under 18, first, second & seniors	Teams: First, second and junior 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

1. Ashford Manor Golf Club (men only)	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	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	23. Pinner Hill Golf Club	24. Stanmore Golf Club
25. Stockley Pines Golf Club	26. Strawberry Hill Golf Club (men only)	27. Sudbury Golf Club
28. Trent Park Golf Club	29. West Middlesex Golf Club	30. Whitewebbs Golf Club
31. Wyke Green Golf Club		