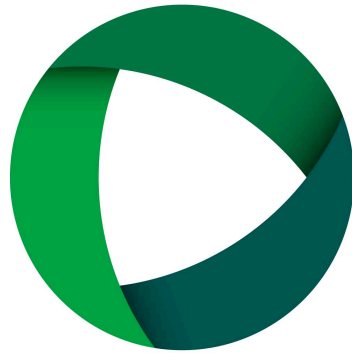




ENGLANDGOLF



# DerbyshireGolf

DERBYSHIRE GOLF  
ACTION PLAN 2015-2017

*DRIVING THE GAME THROUGH PARTNERSHIP - PARTICIPATION - PROMOTION.*

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## PURPOSE OF THE PLAN

There are several key organisations involved in the coordination, development and delivery of golf at county level, including but not limited to the men's union, ladies association, county golf partnership/county development group, the PGA and Golf Foundation.

The purpose of this plan is to draw together the planning and delivery of these key organisations into one coordinated county action plan, particularly in relation to the key areas of getting more people playing golf, attracting and retaining more club members, supporting golf clubs, developing talent, providing championships, improving the image of the game and communications and in developing partnerships and establishing strong governance.

The principle of joined up county planning was presented within *Raising Our Game* – The Strategic Plan for England Golf 2014-2017 and agreed in principle by all counties in a series of workshops in October/November 2014, which explored the benefits of county plans for golf.

It is required that this plan will include the key actions of the county golf development group. The mid-year and annual reports against the plan will be part of the reporting process to England Golf and Sport England, recognising that much of this work is funded by Sport England. It is also proposed that this plan will incorporate the details of the Talent Pathway programme funded by England Golf. Whilst there is a requirement for the county to plan for and report to England Golf for those centrally funded programmes, it is hoped that the county will embrace the value of planning and use this template as a starting point for planning in other core areas including course rating, championships and communications and as such be a helpful planning and reporting tool for counties.

Counties are central to the development of golf in England and the implementation of *Raising Our Game*. This planning document should not only help to improve the delivery of programme and communications, but will also be a useful aid to developing local partnerships with key organisations that may contribute to the development of golf such as golf clubs, golf course operators, county sports partnerships (CSPs) and local authorities.

The Regional Managers of England Golf will be available to support the county planning process. Please contact them directly. Guidance notes are also provided in the following pages. Good luck with the planning and I hope that through improved planning and delivery and strengthening partnerships you will succeed in further strengthening golf in your county and together we will achieving the shared ambitions agreed within *Raising Our Game*.

**Nick Pink**  
**CEO England Golf**

## RAISING OUR GAME – THE STRATEGIC PLAN FOR ENGLAND GOLF 2014-2017

### The vision

England Golf at the heart of a network of partners, empowering and supporting a thriving community of golfers and successful golf facilities, and widely recognised as a forward thinking and successful organisation.

### The ambitions:

- To increase the number of people who play golf at least once a week
- To reverse the decline in club membership
- To strengthen the talent development pathway from club to national level, leading to even more international success
- To improve communications, strengthen partnerships and ensure England Golf is recognised as a highly effective and efficient organisation

### The strategic priorities:

- **More players:** Increasing the number of players who play golf regularly
- **More members:** Increasing the number of players in club membership
- **Stronger clubs:** Supporting clubs to attract and retain members and to achieve a sustainable business model
- **Winning golfers:** Identifying and developing talented golfers at every level, leading to international amateur success
- **Outstanding championships:** providing excellent championships and competitions for golfers of all levels
- **Improved image:** changing the perception of golf and improving communications with members, clubs and within the sport as a whole
- **Excellent governance:** improving the governance, building the infrastructure and strengthening the partnerships to develop golf in England

## LOCAL CONTEXT

DERBYSHIRE is a geographically small county with 31 affiliated golf clubs and 6 stand-alone driving ranges and other facilities.

Representatives from the Derbyshire County Golf Union, Derbyshire Ladies County Golf Association have produced this plan, including consultation with all affiliated clubs, and their membership plus other interested parties to strengthen the golf landscape and work towards a healthier future for the game.

### Vision

Derbyshire Golf has a vision to drive, develop and support the golfing community in Derbyshire.

### Objectives

1. Create one transparent vehicle in Derbyshire to link England Golf to Golf Clubs
2. To provide support and leadership to Clubs & their members in Derbyshire
3. To identify a clear player pathway from beginner to club member
4. To communicate with regular non-club member golfers in Derbyshire
5. To support initiatives to grow participation and club membership all ages
6. To work with clubs to provide staff & volunteer training
7. To market the **GAME OF GOLF** across the county of Derbyshire
8. Create commercial partners
9. Secure finances to fund structure/vehicle to deliver golf governance & development in Derbyshire

### Strategic Goals/Ambitions

1. To clearly Benchmark the current position of Golf Club membership activity and resources/capacity to stabilise and grow golf club membership
2. To consult with Golf Clubs and their membership to establish their views and needs
3. To establish and maintain x Get into golf Centres to attract new participants to the game
4. To establish and maintain X Golf Roots Centres to attract new participants to the game
5. To stabilise club membership numbers in the county with 8750 men and 1350 women by 2017
6. To establish ways of communicating with the non-golf club members
7. To market the Game of Golf in Derbyshire

**Strategic Goals/Ambitions cont:**

8. To use Local insight to provide each club/facility with a strategy to market golf in their local community
9. To establish CPD requirements via a TNA of staff & volunteers at golf clubs/facilities
10. To provide training in particular to develop facilitators at golf clubs/facilities who can deliver projects to grow the game
11. To agree and establish the appropriate governance structure to deliver the Plan for golf in Derbyshire
12. To project and manage an Annual Budget to deliver the Plan for Golf in Derbyshire
13. Ensure Financial resources are available to fund the workforce capacity and activity to deliver the Plan for Golf in Derbyshire
14. To reduce Club membership spare capacity across Derbyshire
15. To establish and maintain excellent club relationships in order that more people play golf once a week (e.g. Get into Golf Programmes) by 2017
16. Increase participation in County events
17. To strengthen the talent pathway from club to county, leading to even more county success at a local and national level
18. To explore more effective ways of working, including improved communications and governance, to move the county towards an integrated, efficient and well managed organisation.

***NOTE: This plan covers the period up to 31st March 2017. The plan will be reviewed and updated during 2016/2017 to cover the period 2017 – 2021.***

**ACTION PLAN 1:**

**MORE PLAYERS AND MORE MEMBERS** - Increasing the number of players who play golf once a month or once a week and become a member of a golf club

**(Guidance Note 2:** Engaged participants are those involved in golf activity for a minimum of 4 weeks. Members are those who are supported to become members of a golf club following their involvement in engaged activity. Membership includes all forms of club membership including introductory offers, academy memberships etc)

**(Guidance Note 3:** The funding amount and source supporting this activity should be entered in the funding box. If more than one funding source is contributing to the activity this should be broken down and shown)

**(Guidance Note 4:** More Players & More Members: specific actions and targets should reflect those currently in CGP operational plans and a separate guidance sheet has been issued through Regional Managers to guide target setting in this area. The schools & young people section should be completed by the development group with lead from the CDO and the Golf Foundation and should be directed around those golf clubs who want strong junior sections). A supporting participation spreadsheet should be utilised to record specific participation data.

OFFER	ACTION	MALE	FEMALE	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Juniors & Young People (0-18)	Establish a total of 10 Golf Roots Centres by March 2017	80 No of members = 24	20 No of members = 6	£ N/A £ N/A	Development Group/Golf Foundation	GF RDO
	Establish a total of 2 Satellite Clubs and/or Door Step Clubs by March 2017	18 No of members = 4	2 No of members = 1	£ N/A £ N/A	Development Group/Golf Foundation	GF RDO
	3 clubs engaged in the Club Junior Offer in March 2017	72 No of members = 22	18 No of members = 5	£ N/A £ N/A	Development Group/Golf Foundation	CDO
	Continue to arrange two Junior Organisers meetings per annum				Development Group/Golf Foundation	CDO
	5 Primary School Premium Projects delivered March 2017				Development Group/Golf Foundation	CDO / GF RCDO

OFFER	ACTION	MALE	FEMALE	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Young Adults (16-25)	2 links with colleges and/or universities by 2016	50 No of members = 11	25 No of members = 5	£ N/A £ N/A	Development Group/Golf Foundation	GF RCDO - College CDO - University
	4 community programmes linked to golf clubs by 2017	160 16	40 4	£ N/A £ N/A		Development Group/Golf Foundation
Adult Participation (26 Plus)	12 Get into golf partner clubs (Option 1) by 2017	288 Members = 58	192 Members = 38	£ N/A £ N/A	Development Group	CDO
	16 Get into golf partner clubs (Option 2) by 2017	36 Members = 12	24 Members = 8			CDO
	Engagement with 15 clubs delivering Get into golf type activity by 2017	420 engaged Male & Female Members = 96		£ N/A £ N/A	Development Group	CDO
Adult Participation (Disability)	3 Get into golf facilities delivering disability focused activity by 2017	21 5	9 1	£1,250 DG £	Development Group	CDO
<b>TOTALS</b>				<b>£1,250</b>		



**ACTION PLAN 2:**
**STRONGER CLUBS** - Supporting clubs to attract and retain members and to achieve a sustainable business model

(**Guidance Note 5:** Stronger Clubs: specific actions should reflect those currently in CGP operational plans and recommended actions for counties within *Raising Our Game*: the strategic plan for England Golf 2014-2017)

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Club Support	Club profiling to be completed to direct resource and capacity in the most effective way by 2016. 2 profiles per annum x 31 clubs.	Use the Club profiling document to inform, direct and target clubs for membership growth, Staff & Volunteer CPD and Management Consultancy	£ N/A £ N/A	Development Group/ Union/Association	EG RM / CDO  (GF will assist)
	Organise 4 club delegate meetings by 2017	Use the Clubs & Development Group to engage with clubs and arrange 2 meetings annually  The Union have 4 delegate meetings per year, each club has an executive member who is invited to attend these meetings and he is expected to report back to the clubs management committee	£ N/A £ N/A	Development Group/ Union/Association	COUNTY – liaise with Union and Association Secretary to build strong communication through delegate meetings to club officials  CDO
Club Support	Invite Clubs to participate in 1 Regional Golf Development Group meeting per annum	Use the current Regional Golf Development Group structure to support clubs	£ N/A		CDO
Club Support	Continue to arrange two Junior Organisers meetings per annum	Support club Junior Structures through 2 Junior Organisers meetings per annum	£ N/A		CDO

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Club Support	Primary School Premium Project	Create links between Clubs and Primary Schools to tap into Primary School Premium funding	£ N/A		CDO
Club Support	Support Junior Golf Development at Club Level	Continue to help Junior Golf Development through the Derbyshire Junior OOM and the Futures Tour			CDO / GF RCDO
Club Support	Support clubs to identify external funding opportunities and advise on applications as appropriate	To support facilities that require funding to support delivery and/or infrastructure changes	£ N/A	Development Group/CSP	CDO / CSP
Club Support	Support Clubs through Audit/Benchmarking process	Continue to offer the Derbyshire Golf Audit/Benchmarking programme delivered by the CDO	£ N/A	Development Group	CDO
Club Support	Support clubs to improve retention and customer service	Continue to persuade and offer clubs the Derbyshire Golf – CLUB MEMBERSHIP QUESTIONNAIRE to help assist with membership retention and customer service.	£ N/A	Development Group	EG RM / CDO
Club Support	To provide 15 clubs by 2017 with local insight data to help with marketing and increasing membership	Provide clubs with a Market insight report to help drive marketing and recruitment activity	£ N/A	Development Group	EG RM / CDO

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Club Support	To develop and deliver Staff & Volunteer Training specific to increasing membership & participation by 2017	Develop a training workshop to educate clubs and staff on the importance of having specific actions plans with "Accountable People" to deliver initiatives that deliver increased participation & membership against targets.	£ N/A	Development Group	Development Group
Club Support	Establish a "Community Coach" role to support (a) the 7 9 hole clubs in the county and (b) Clubs who want help in the area of increasing membership & Participation	Establish funding to support the delivery of this role, either EG funding or a Sport England Small Grants bid.	£ Application to Sport England	Development Group	Development Group
Course Rating	Complete a minimum of 3 Derbyshire course ratings of clubs per annum by 2017	Support and combine the course rating teams to execute a series of club visits to complete the USGA procedure. Potential to combine a series of training workshops for further volunteers	£800	Union/Association	Union Course Rating Team
GolfMark & Clubhouse	Establish a total of 12 GolfMark clubs by March 2017 at a rate of 5 clubs per annum.	Support clubs to go through the new GolfMark system and complete their accreditation. Those on the old system to be mentored over to the revised award. 5 clubs awarded per annum.	£ N/A £ N/A	Development Group	CDO / EG RM

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
GolfMark & Clubhouse	22 golf clubs actively using Clubhouse by 2017. 24 Activated/Used accounts by March 2017.	75% of the clubs in the county actively using the in-house communication tool for club support. County to explore further club support connected to Clubhouse. 24 Activated/Used accounts by March 2017.	£ N/A £ N/A	Development Group/ Union/Association	CDO
Training & Education	Support the roll out of appropriate training & education opportunities from Autumn 2015	To communicate with clubs and identify their training need to allow themselves to improve, both Staff & Volunteers. In addition, the county to coordinate events they see fit to help drive more members (e.g. social media support)	£ N/A £ N/A	Development Group/ Union/Association	CDO / EG RM
	To develop and deliver Staff & Volunteer Training specific to increasing membership & participation by 2017	Develop a training workshop to educate clubs and staff on the importance of having specific actions plans with "Accountable People" to deliver initiatives that deliver increased participation & membership against targets.	£ N/A £ N/A	Development Group/ Union/Association	CDO
<b>TOTALS</b>			<b>£800</b>		

**ACTION PLAN 3:**
**WINNING GOLFERS** - Identifying and developing talented golfers at every level, leading to international amateur success

OFFER	ACTION	MALE	FEMALE	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Under 14 Activity	<p>[See separate application form] Coaching: For both boys and girl, coaching will be planned and delivered by the county coaches with guidance from the Lead Coach and Union and Association representatives. Time spent on each element will be adapted for each performance level (P1-P5) utilising a mix of fun and formal coaching activity to suit the group (see structure attached).</p> <p>Competitions: Junior Spring Meeting Short Course Championships Junior Championships Girls Only Events (eg. Centenary Salver) Derbyshire Futures Tour Derbyshire Rookie Tour Derbyshire Junior Order of Merit</p>	Minimum number of participants 30	Minimum number of participants 10	£500 (DLCGA approx) £5,000 (DUGC approx) £3,705 (EG)	Union/Association	Union/Association

OFFER	ACTION	MALE	FEMALE	FUNDING	LEAD PARTNERS	RESPONSIBILITY
14-18 Activity	<p>[See separate application form] Coaching for both boys and girls will be planned and delivered by the coaches with guidance from the Lead Coach and Union and Association representatives. Time spent on each element will be adapted for each performance level (P1-P5) utilising a mix of fun and formal coaching activity to suit the group (see structure attached).</p> <p>Competitions: Junior Spring Meeting Short Course Championships Junior Championships Girls Only Events (eg. Centenary Salver) Derbyshire Rookies Tour Derbyshire Junior Order of Merit</p>	Minimum number of participants 30	Minimum number of participants 15	<p>£1,000 (DLCGA approx)</p> <p>£10,000 (DUGC approx)</p> <p>£4,056.25 (EG)</p>	Union/Association	Union/Association

OFFER	ACTION	MALE	FEMALE	FUNDING	LEAD PARTNERS	RESPONSIBILITY
18 Plus Activity	<p>DUGC</p> <p>DLCGA Integration into County Ladies competitions and coaching. Girls and women of any age can be part of the DLCGA Coaching structure. P1 and P2 for the County squad, P3, P4 for women looking to develop their game.</p>	<p>Minimum number of participants</p> <p>35</p>	<p>Minimum number of participants</p> <p>20</p>	<p>£8,000 (DUGC)</p> <p>(£3,000 to assist players with their expenses who enter regional and national events. £5,000 is used to prepare players who are competing in regional and national team events. Fund also used to give players individual specialist coaching if required and agreed by the selection committee.)</p> <p>£ 450 (DLCGA)</p>	Union/Association	Union/Association
<b>TOTALS</b>				<b>£32,711.25</b>		

**ACTION PLAN 4:**
**OUTSTANDING CHAMPIONSHIPS** - Providing excellent championships and competitions for golfers of all levels

(**Guidance Note 7:** Outstanding Championships: specific actions should reflect those currently delivered by Unions and Associations and recommended actions for counties within *Raising Our Game*: the strategic plan for England Golf 2014-2017)

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Competition Planning	Review existing championships and events offered within the county and develop new plan by March 2017	Assess all championships and events offered and explore further partnership work (e.g. combined seniors championship) for 2016	£	Union/Association/ Development Group	Union/Association
Handicap Competitions	Plan and deliver individual and team based competitions that targets the handicap golfer.	Deliver high quality competitions with an average of 60% entrance across the year. Participants from 60% of clubs DUGC: 2 x Club team and Individual Stableford 2 x Am / Am club team Interclub Foursomes div 2 & 3  DLCGA: Spring Medal Spring AM-AM County Foursomes County Par County Captains AM-Am Autumn Medal Autumn 4BBB Centenary Salvagers	£20,000	Union/Association	Union/Association



OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Scratch Competitions	Plan and deliver individual and team based competitions that targets the scratch golfer.	<p>Deliver high quality competitions with an average of 50 - 70% for individual (female vs male) and 50% for team entrance across the year, scratch league to have 60% clubs involved, interclub 4somes 75% of clubs involved, 36 hole events to have 60 entrants</p> <p>DUGC: Senior Championship</p> <p>36 hole county trial 36 hole amateur championship 36 hole Open championship These events target the cat 1 golfer and are mainly scratch events with some prizes based on handicap.</p> <p>DLCGA: County Championship Senior Championship</p>		Union/Association	Union/Association

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
County Matches	Plan and deliver programme of county matches for both adults and juniors (approximately 12 events for male 1 <sup>st</sup> and 2 <sup>nd</sup> team and 20 events juniors at u14,u16,u18 level and 10 events at senior male and 16 for female, equalling 58 in total)	<p>Coordinate a series of county matches across all ages and abilities with other counties</p> <p>DUGC: Division 1 inter club Foursomes Scratch League. Match Play Championship County Matches These events target the cat 1 golfer and are mainly scratch events with some prizes based on handicap.</p> <p>Senior Match Play County Matches These events target those over 55 years of age with a handicap of 10 or below</p> <p>DLCGA: 5 x Friendly County 1<sup>st</sup> team matches</p> <p>County Week</p> <p>4 x 2<sup>nd</sup> team matches</p> <p>7 x Senior matches</p>	£20,000	Union/Association	Union/Association

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Referee Development	To coordinate referees for all competitions and events (including a combined training course in 2015/16)	To combine resource and knowledge and ensure the county has the correct level of expertise in the county to accommodate all events	N/A	Union/Association	Union/Association
DERBYSHIRE GOLF DAY	Continue to arrange an annual golf day in Derbyshire to raise funding.	Continue to arrange an annual fixture around the county to help raise funds for golf development in County.	£1,000	Development Group	Development Group
<b>TOTALS</b>			<b>£41,000</b>		

**ACTION PLAN 5:**

**IMPROVED IMAGE** - Changing the perception of golf and improving communications with members, clubs and within the sport as a whole

(**Guidance Note 8:** Improved image: specific actions should reflect those currently delivered by the Golf Development Group, Unions and Associations and recommended actions for counties within *Raising Our Game: the strategic plan for England Golf 2014-2017*)

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
MARKETING PLAN	Develop and document a detailed Marketing Plan for Golf in Derbyshire by March 2017	Through the Derbyshire Golf Marketing Group develop a detailed Marketing plan to market the Game of Golf and support clubs to develop marketing plans. Use local and regional insight data to support actions.	£5,000 (this figure is estimated and not firm until full plan drawn up, costed and approved)	Development Group/ Union/Association	All parties
Communication	Continue to Plan and manage direct communication with clubs on regular basis	Explore an over-arching communication plan, to enhance current communication to clubs	N/A	Development Group/ Union/Association	All parties
Social Media	Maximise the use of social media communication channels	Continue to use & review all social media accounts in the county and assess whether greater partnership work would create greater reach/presence and improve overall image	N/A	Development Group/ Union/Association	All parties

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Club Delegates	Establish and maintain robust arrangements to include the appointment of club delegates to the county union and association's decision-making committee and the timely two-way dissemination of information between clubs and County Golf	Continually review the delegate system to ensure all clubs have direct county to the county (including standardised role descriptions). Partners to assess whether further joint events could take place.	N/A	Union/Association	Union/Association
Website	Promote details of Derbyshire achievements, both individual players and clubs on all websites, move towards one DERBYSHIRE GOLF website	Review all websites in the county and assess whether greater partnership work would create greater reach/presence and improve overall image via one DERBYSHIRE GOLF website	£0	Development Group/Union/Association	ALL / DGDG Marketing Group
Sponsorship Opportunities	Analyse sponsorship arrangements to ensure all (current and potential) are providing value for money for the county partners	Review current sponsorship arrangements and assess future strategies if the need arises	N/A	Development Group/Union/Association	Union/Association
County Card Scheme	To coordinate a county card scheme that adds value to club membership	To promote the county card scheme and sell the benefits of signing up via all county websites	N/A	Union/Association	Union/Association
<b>TOTALS</b>			<b>£5,000</b>		

**ACTION PLAN 6:**

**EXCELLENT GOVERNANCE** - Improving the governance, building the infrastructure and strengthening the partnerships to develop golf in England.

(**Guidance Note 9:** Excellent governance: specific actions should reflect those currently delivered by the Golf Development Group, Unions and Associations and recommended actions for counties within *Raising Our Game*: the strategic plan for England Golf 2014-2017)

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Planning	Plan and manage the calendar of executive group and sub committees in delivery of annual activity by March 2016	Ensure all executive meetings and sub groups meetings are in the diary and minutes/actions are circulated post event	N/A	Development Group/ Union/Association	DGDG/Union/ Association
Volunteer Strategy	Plan and coordinate a volunteer strategy that allows a continual flow of individuals for key positions in the county (e.g. County Captain)	Review volunteer positions and work towards role descriptions being in place to allow for timely recruitment actions	N/A	Development Group/Union/Association	ALL
Governance	Establish clear governance and leadership for Golf at County level in Derbyshire by March 2017	Review existing structure and work towards creating ONE clear governance organisation to support the growth, development & competition needs of the golf clubs and their memberships.	N/A	Development Group/Union/Association	ALL

OFFER	ACTION	COMMENTARY	FUNDING	LEAD PARTNERS	RESPONSIBILITY
Affiliation Fee Collection	To collect affiliation fees in a timely manner by June '15	Ensure all affiliation fees are collected in a timely manner from affiliated clubs. Explore the potential of aligning fee payment timings and process etc.	N/A	Union/Association	Union/Association
Organisation Policies	To ensure all relevant organisation policies are up to date including Data Protection, Safeguarding, Equality and where possible look to combine resource	Review all organisation policies and procedures to make sure they are in date and relevant	N/A	Development Group/ Union/Association	Union/Association
Coaching Strategy	Plan and coordinate a coaching strategy that promotes an open recruitment policy and allows the best coaches to work with the county teams	Review coaching positions and work towards role descriptions being in place to allow for timely recruitment actions	N/A	Union/Association	Union/Association
<b>TOTALS</b>			£		