

COUNTY MERGER/ACTION PLAN

DERBYSHIRE COUNTY GOLF LTD

NOVEMBER 2017 – OCTOBER 2018



Derbyshire County Golf Ltd is the body that oversees golf throughout Derbyshire. We welcome new players and new members alike; our aim is to increase participation in golf - for all ages.

We are committed to equality for Men, Ladies, Juniors and Seniors in the County – all ages both genders.

OUR VISION

To promote golf and develop golfers throughout the County, to support our membership and to make Derbyshire Stronger in terms of both Club Members and Elite Players.

PURPOSE OF THE MERGER/ACTION PLAN

In our Business Plan we have identified 6 core areas that we think are our current priorities. This Action Plan is designed to state the detail behind those objectives and where possible to include Key Performance Indicators (KPI's)

- Restructure the County
- Good Governance
- Development of Players
- Management & Administration
- Financial Management
- Ongoing Measurement

This is an interim plan designed for the first year of trading as Derbyshire County Golf Ltd. During this first year we will develop a three-year plan which will benchmark and allow us to build on our new foundations.

This Plan will run for the Financial Year: 1st November 2017 – 31st October 2018

Restructure the County

Restructure the County to become more economically efficient and become a profitable well managed County, to ensure the costs are in line with the revenue whilst maintaining the spirit of the County

ITEM	TARGET	ACTION	MEASUREMENT
Currently have 32 clubs affiliated to DUGC & DLCSGA.	32 Clubs to be affiliated to DCG Ltd	<ul style="list-style-type: none"> • Invite all Clubs to affiliate to DCG. • Explain benefits of affiliating • Explain consequences of not affiliating 	80% Clubs to be affiliated by November 1 st 2017. 100% by AGM 2018
County Identity	All 1st, 2nd, Senior & Junior Teams to be wearing the same uniform		Teams to be supplied with new uniform for 2019 season (latest)
Match Expenses	Ensure travel expenses same for all teams. Reduce number of officials dining at events		To be reduced by 10% by Year End 2018
Streamlined Administration	All admin for competitions and matches to be managed by the Secretary		Clubs/Players to find it easier to liaise re County events - subjective
Better Communication	Ensure information going to the right person. Secretary to liaise with Clubs	<ul style="list-style-type: none"> • Rolling programme of visiting Clubs • Meet with Club Secretaries to discuss methods of communication and action required • Spot check on action taken by Clubs 	<ul style="list-style-type: none"> • 90% of Clubs to be visited by AGM • 100% of Clubs being able to demonstrate appropriate action has been taken

Good Governance

Establish a gender balanced Management Board with varying skills and knowledge who are dedicated to achieving the aims and objectives of Derbyshire County Golf

ITEM	TARGET	ACTION	MEASUREMENT
Effective procedures in place	<ul style="list-style-type: none"> • Clear and concise policies • compliance with all policies & procedures 	<ul style="list-style-type: none"> • Job Roles to be written for all volunteers and employees • Terms of Reference for all Committees to be written 	<ul style="list-style-type: none"> • All Board members to sign up to job description • Terms of Reference to be accepted and adhered to by all committees
Regular Board Meetings	<ul style="list-style-type: none"> • Defined schedule for Board Meetings • Defined structure for Board meetings • Effective Decision Making 	<ul style="list-style-type: none"> • Regular Board Meetings • Meeting Plan to be designed • Format and structure of meetings to be defined • Minutes to be produced and agreed 	<ul style="list-style-type: none"> • Meeting timetable produced • Format & structure of meetings agreed • Minutes agreed and circulated
Regular General Meetings	<ul style="list-style-type: none"> • Defined schedule for General Meeting • Defined structure for Board meetings 	<ul style="list-style-type: none"> • Regular General Meetings • Meeting Plan to be designed • Format and structure of meetings to be defined • Minutes to be produced and agreed 	<ul style="list-style-type: none"> • Meeting timetable produced • Format & structure of meetings agreed • Minutes agreed and circulated
Regular Communications	<ul style="list-style-type: none"> • Cascade information from Board Meetings to all Clubs • Give and receive feedback on decisions made 	<ul style="list-style-type: none"> • Communication Plan be designed 	<ul style="list-style-type: none"> • Information circulated as appropriate and feedback received

Development of Players

To increase participation at grass roots level leading to membership within Derbyshire Clubs. To identify and develop County Players through communication with Clubs and Coaching Programmes.

ITEM	TARGET	ACTION	MEASUREMENT
Getting more people playing golf	<ul style="list-style-type: none"> To promote the game of golf To attract more people to play To attract more juniors to play Ensure Clubs have procedures in place to receive new members 	<ul style="list-style-type: none"> Work with CSO at Club level (procedures/open days etc?) Help Market Club recruitment events Run events for juniors (Futures Tour) Use local & social media to promote successes and events Continue existing Development Group projects until 31st March 2018 	<ul style="list-style-type: none"> Follow up analysis of Club Recruitment events – New Members Annual Affiliation figures Development Group final report – 31/03/18
Develop a County Action Plan for Player Development	<ul style="list-style-type: none"> Action Plan to set out targets and KPI's Regular reports from Team Managers 	<ul style="list-style-type: none"> Ensure Player Pathway clearly published Use media to advertise successes Teams & Players 	<ul style="list-style-type: none"> Player Pathway published and circulated to all Clubs All successes published in local and/or social media
Coaching Programme for all players	<ul style="list-style-type: none"> To identify new and improving players To provide coaching to improve elite squads 	<ul style="list-style-type: none"> Work with Clubs to identify players with potential Design coaching programme to meet all needs Make coaching available to all players with County aspirations 	<ul style="list-style-type: none"> Recognise route for Clubs to nominate potential County players for all ages Coaching programme effectively meets the need of target audience

Management and Administration

Streamline the Management and Administration to reduce the workload on volunteers

ITEM	TARGET	ACTION	MEASUREMENT
Full-time Secretary to manage all aspects of County administration	<ul style="list-style-type: none"> To employ a full-time secretary 	<ul style="list-style-type: none"> Recruit and employ a full-time secretary Agree job description Agree Terms & Conditions Prepare Staff Handbook 	<ul style="list-style-type: none"> In post by 01/04/17 Job Description agreed by 01/04/17 Terms & Conditions agreed and accepted by 01/04/17 Staff handbook produced by 01/04/17
Committees required to be responsible for specific areas of business	<ul style="list-style-type: none"> Define how the business should be split - how many committees Create Committees for decision making 	<ul style="list-style-type: none"> Define structure/workload of committees Define Terms of Reference Design Job Roles Recruit Chair of committees Recruit committee members 	<ul style="list-style-type: none"> Document Business/Committee Structure All Terms of Reference and Role Descriptions to be accepted by committee chairs by AGM 2018 All Committee Chairs in post by AGM 2018 Sufficient committee members in post by AGM 2018
Volunteers will be required to sit on committees	<ul style="list-style-type: none"> Recruit Volunteers to man committees and administer activities 	<ul style="list-style-type: none"> Subsume volunteers of existing committees where possible Advertise on website 	<ul style="list-style-type: none"> All posts covered by existing or new recruits
Club's involvement with the new body	<ul style="list-style-type: none"> Clubs to engage with County administration Clubs to actively participate in County events 	<ul style="list-style-type: none"> Clubs to share best practice Ensure all County activities are advertised to Clubs in a timely manner Clarify all instructions to Clubs to ensure they understand who is eligible Encourage Clubs to engage actively 	<ul style="list-style-type: none"> All clubs visited and method of advertising activities agreed and understood. All conditions of competitions reviewed and clarified - 75% of clubs actively participating in county events County website to host shared best practice of 20% Clubs

Financial Management

Derbyshire County Golf must remain financially secure and keep a healthy reserve

ITEM	TARGET	ACTION	MEASUREMENT
Define Budgets for Committees	<ul style="list-style-type: none"> All committees to understand and own their own budgets 	<ul style="list-style-type: none"> Committee Chairs to develop budget with Finance Director 	<ul style="list-style-type: none"> Budgets in place with each Chairman – AGM 2018
Structured Competition Finances	<ul style="list-style-type: none"> All competitions to be self-funding. Clubs to understand facility fee payments Players to understand prize allowances 	<ul style="list-style-type: none"> Entry fees for competitions to be reviewed Facility Fee payments to be set Prize pot allowances to be set 	<ul style="list-style-type: none"> Documented Facility Fee payments available for Clubs – AGM 2018 Competition Administrators aware of how to calculate prizes – AGM 2018
Reduce Expenses	<ul style="list-style-type: none"> Reduce spend at County Matches Reduce spend on Team Kits 	<ul style="list-style-type: none"> Prepare guidelines for match expenses e.g. mileage rates Seek sponsorship for Team kit 	<ul style="list-style-type: none"> Match Expenditure guidelines to be given to all team captains – 01/11/17 2018 expenditure lower than 2017 – Oct 2018
Review Regularly	<ul style="list-style-type: none"> Ensure targets are met and minimise overspend 	<ul style="list-style-type: none"> Prepare communication plan to ensure frequent reporting Prepare policy for timescales of expense claims 	<ul style="list-style-type: none"> Finance Director and Committee Chairs aware of current position – ongoing
Increase Income	<ul style="list-style-type: none"> Ensure income for 2018/18 is no lower than 2016/17 	<ul style="list-style-type: none"> Work with Clubs to increase membership 	<ul style="list-style-type: none"> Membership Affiliation numbers increased from 2016/17 – Oct 2018

Ongoing Measurement

We must ensure that every aspect of our Business Plan is continually measured to ensure and to develop a Financially Secure and Successful County

ITEM	TARGET	ACTION	MEASUREMENT
Committee Budgets	<ul style="list-style-type: none"> Ensure all committees adhere to their financial constraints 	<ul style="list-style-type: none"> Produce quarterly accounts 	<ul style="list-style-type: none"> Year-end annual accounts - no overspend
Competition Entries	<ul style="list-style-type: none"> Ensure competition entries do not continue to fall 	<ul style="list-style-type: none"> Produce report after each competition to show number of entries compared to previous year Produce finance reports after each Competition to show profit/loss by Secretary 	<ul style="list-style-type: none"> Year-end annual accounts
Staff Measurement	<ul style="list-style-type: none"> Introduce Staff Appraisals 	<ul style="list-style-type: none"> Conduct staff appraisals annually 	<ul style="list-style-type: none"> Signed off appraisal – April
County Development	<ul style="list-style-type: none"> Create an Action Plan for next 3 years 	<ul style="list-style-type: none"> Produce 3-year plan 	<ul style="list-style-type: none"> Plan produced by November 2018