



DORSET

# **DORSET** **COUNTY** **GOLF UNION**

Strategy Plan 2022 - 2027





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## FOREWORD

# A five-year plan to futureproof Dorset Golf

Since its foundation in 1923 the one thing has remained constant is the DCGU's desire to promote the development and administration of the Amateur Game within the county, at Men's, Juniors and Seniors level, as well as county representation at a wider level.



As the DCGU moves towards its centenary year, the Executive Committee is focused on ensuring we continue to best serve the interests of golf in the county. With this in mind, a strategic plan for 2022-2027 has been developed to identify and address the needs of members.

This 5-year plan will ensure that Dorset golf continues to be highly regarded throughout the southwest of England while providing players with opportunities to be selected to represent England and other home nations squads at national and international level. Additionally, it takes into account our Inter County presence and our commitment to the South England Boys Open (SEBO).

Stuart Mackenzie  
Chairman, Dorset Golf Union





DORSET COUNTY GOLF UNION

## Our Vision

Increased participation in golf with opportunities for our members to improve their golf through playing a variety of competitions at different golf courses within the county, and to compete against golfers from other counties.

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## Our Mission

To promote the welfare and interest of all the amateur golfers of affiliated clubs in the County of Dorset.

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## Our Values

- Do the right thing
- Open and inclusive
- Responsible
- Supportive
- Excellence
- Transparent and honest

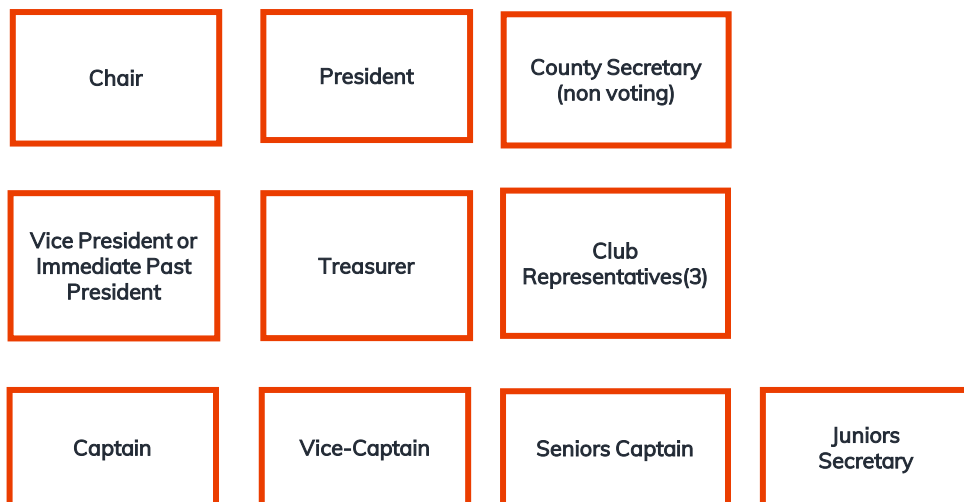




## OUR STRUCTURE

# Dorset County Golf Union Executive

### Executive Council



### Juniors Sub-Com

Sub-Com  
Chair

Sub-Com  
Members

### Centenary Sub-Com

Sub-Com  
Chair

Sub-Com  
Members





33 COURSES ACROSS OUR REGION

## Affiliated Clubs across Dorset

Ashley Wood Golf Club

Dudsbury Golf Club

Parkstone Golf Club

Bournemouth & Meyrick Park Golf Club

Ferndown Forest Golf Club

Parley Court Golf Club

Bridport & West Dorset Golf Club

Ferndown Golf Club

Queens Park (Bournemouth) Golf Club

Broadstone (Dorset) Golf Club

Folke Golf Club

Remedy Oak Golf Club

Bulbury Woods Golf Club

Henstridge Sports and Leisure

Rushmore Golf Club

Came Down Golf Club

Highcliffe Castle Golf Club

Sherborne Golf Club

Canford School Golf Club

Isle of Purbeck Golf Club

Somerley Park Golf Club

Charminster Golf Club

Knighton Heath Golf Club

Sturminster Marshall Golf Club

Christchurch Golf Club

Lyme Regis Golf Club

Wareham Golf Club

Crane Valley Golf Club

Merley Park

Weymouth Golf Club

Dorset Golf & Country Club

Moors Valley Golf Club

Yeovil Golf Club



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DORSET COUNTY GOLF UNION

# Building upon Success

Dorset County Golf Union is forward thinking, delivers a wide inclusive programme of golfing events, provides first rate support for developing talent and is recognised for the support it provides to its members.

- 33 Clubs
- 12,444 members
- 20 championship events, plus orders of merit and inter-club events
- Successful roll-out of Course Ratings and World Handicap System
- Extensive junior development programme
- Strong pool of qualified match referees
- Active group of volunteers
- Grant Scheme to support clubs with golf development
- SafeGolf accreditation







DORSET COUNTY GOLF UNION

## Our Values

Dorset Golf's core values reflect how we work, how we deliver our services and conduct our business

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### DO THE RIGHT THING

We will: Drive a strong future for Dorset golf

### OPEN AND INCLUSIVE

We will: Enable everyone to be involved with golf in Dorset

### RESPONSIBLE

We will: Effectively manage our resources

### SUPPORTIVE

We will: Work together to make golf better for everyone and inspire people to achieve their goals

### EXCELLENCE

We will : Set the adoption of high standards and strive to be the best that we can be.

### TRANSPARENT AND HONEST

We will: Act with integrity, trust, fairness, reliability and transparency



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DORSET COUNTY GOLF UNION

# Strategic Goals

## Winning Golfers

- Support and develop motivated golfers and competitive County Teams.
- Create a pool of talented golfers through an agreed development process.
- Provide the means to support Dorset players throughout their county careers.

## Growing the Game

- Promote the development of youngsters in golf through targeted coaching programmes.

## Outstanding Events.

- Increase participation in county championships and events, with accessibility for golfers at every level.

## Communicating and Engaging

- Effective engagement with our stakeholders and clear communication about our services and activities.





DORSET COUNTY GOLF UNION

# Strategic Goals

## Excellent Governance

- Build a 'fit for purpose' functional organisation, with clearly defined roles and responsibilities, and a skilled and competent team.
- Adopt England Golf standards, policies and procedures to become a model of best practice.

## Finance

- Ensure long-term financial stability, through a balanced budget of income vs expenditure, while generating an annual surplus to reduce financial risk and support future growth.
- Maintain a minimum reserve of £50,000.
- Support appropriate initiatives through grant/loan schemes for clubs.

## Club Support

- Provide clubs with course ratings, handicap expertise, communications, volunteers, social events e.g., Rules Evenings
- Have an active, vibrant, network of volunteers to participate in specific sub-committees and support events



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# Strategic Goal: **Winning Golfers**

	Strategic Priorities	Focus for 2022	Focus for 2023-2027
1	Implement a support organisation to improve the performance and competitive nature of the county teams	<p>Produce Roles &amp; Responsibility document for Performance Director and 1<sup>st</sup> Team Manger roles</p> <p>New Team organisation structure defined and approved by the Exec</p> <p>Recruit &amp; appoint a Performance Director and 1<sup>st</sup> Team Manager</p>	<p>Performance Director working with all Team Mangers across all squads to define and implement a Player Development Pathway, with appropriate measures (KPI's)</p> <p>Team Manager in place for 1<sup>st</sup> team(s)</p> <p>Team Manager and Captains working with a defined selection process ensuring fairness and access for all</p> <p>County B Team/ 'Colts' in place</p>
2	Provide a more challenging competitive structure for the 1 <sup>st</sup> team while developing a pool of talented golfers	<p>Confirm DCGU accepted in Channel League</p> <p>Arrange a more challenging schedule of friendly fixtures</p>	<p>If accepted, transition all squads to Channel League during 2023</p> <p>Play more friendlies (Army, Navy, Seniors etc) within agreed financial budget</p> <p>Identify potential home venues Southwest week that will give the team the greatest chance of success</p>
3	Formal County agreements in place with squad players	County Player Agreements defined which must be time bound, attractive, include stroke play initiatives, financial benefits, player expenses	<p>Player Contracts in place for all squads</p> <p>U18 player agreements to be signed by parents</p>
4	Create a pool of potential squad members and ensure ongoing engagement	<p>Identify the clubs with potential county squad players and develop a closer relationship with the clubs/ managers</p> <p>Implement a process whereby the county is routinely aware of new potential squad members</p>	Build ongoing relationships with the clubs/ managers to ensure Team Managers are aware of potential squad members

# Strategic Goal: Growing the Game

	Strategic Priorities	Focus for 2022	Focus for 2023-2027
1	Promote and develop junior golf in Dorset	<p>Engage with clubs to understand what is in place, and where we should concentrate.</p> <p>Review who is doing it successfully and what lessons can we learn</p>	<p>Develop and launch a tailored, targeted coaching programme with the support of clubs and local schools</p> <p>Define the KPI's to measure the success of the coaching programme and provide periodic reports on progress</p>
2	Equality, diversity and inclusion	Investigate the potential requirements and opportunities for the DCGU to host disabled golf coaching and tournaments	<p>Host a disabled golfer's event in 2023 or 2024</p> <p>If the demand exists provide coaching programmes for disabled golfers</p>
3	Closer collaboration between the Dorset Men's and Ladies organisations	Re-engage with the Dorset Ladies organisation to identify areas where closer collaboration would be mutually beneficial	Identify whether there is an appetite within the Dorset Ladies organisation to amalgamate at a point in the future



# Strategic Goal: Outstanding Events

	Strategic Priorities	Focus for 2022	Focus for 2023-2027
1	Match and tournament course rota in place to ensure that all tournaments are successfully hosted, and that DCGU teams have the best chance of winning	Establish a Championship/Tournament Sub-committee with a terms of reference covering tournament conditions, dates of events, eligibility, entry fees etc. and produce tournament schedule for next 12-18 months	Review which courses DCGU should use for matches and target specific courses for championships  Tournaments supported by Exec members and volunteer network  Structured process in place to gain post event feedback as part of a continuous improvement process
2	Continue to build and promote Order of Merit (OOM) across all age groups such that it is seen as one of the prestigious competitions in the county	OOM schedule for 2023 to include President's trophy.  Develop 'Race to Remedy' as the wrap around branding of the OOM with top 16 players qualifying for the final  Review Junior Order of Merit (OOM) and where it leads to and align with other OOM	2023- OOM increase by 1 event  2023 Race to Remedy implemented successfully, including sponsorship, and publicity
3	Marketing & Sponsorship	Marketing & Sponsorship of County Championships- plan for 2023	Marketing & sponsorship activities delivered in line with plan  Am-Am Golf event held
4	Continue to build and promote non-Championship events, e.g., DCGA	DCGA – review the benefits/costs, and purpose, report to Exec	DCGA events used to promote county activities
5	Grow event volunteer network	Develop volunteer network to support Championships, Tournaments and other events	Implement a recognition and reward scheme for club volunteers to ensure a pool of volunteers



# Strategic Goal: Communicating & Engaging

	Strategic Priorities	Focus for 2022	Focus for 2023-2027
1	Engagement with affiliated members and clubs	<p>Newsletter, template to be reviewed by the Exec.</p> <p>Quarterly Newsletter launched and used to build up member contact details.</p>	Quarterly Newsletter circulated to all clubs and members and feedback obtained
		<p>Communications Plan to be produced, with process for content providers defined</p> <p>DCGU Photographer - define role and seek volunteer</p>	Communication plan reviewed and updated annually to reflect changing needs
		Prioritise clubs and build key contact list for all the Exec to use to support active engagement	Exec members actively engaging with key club contacts to promote county and build support network
2	Communicate the Strategic Plan	Arrange Communication Meeting with Club Rep's to share the External version of the Strategy document.	Decide on way forward with Club Reps
3	Raise awareness of county activities through Local Newspaper and TV outlets	Identify news outlets to target and articles required, starting with DCGU Centenary- Local Newspapers/Dorset	Include News in general about DCGU golf/ News etc.- into Communications Plan



# Strategic Goal: Finance

	Strategic Priorities	Focus for 2022	Focus for 2023-2027
1	Deficit Management  Ensure long-term financial stability, through a balanced budget of income vs expenditure		Robust budgeting process with Exec approval of budgets  Delegation of authority in place and reviewed annually  Budget holders to have clear accountability
2	Maintain a minimum reserve of <b>£50,000</b>	Reserve included in budget	
3	To have appropriate Financial Reporting  Internal financial reporting with a structured chart of accounts, periodic budget vs actuals & forecast  An Annual Report, to a current financial standard, which shows current assets, current liabilities and what these are represented by, and which satisfies our external reporting needs.	Introduce new accounting software package QuickBooks  Define & agree Chart of Accounts  Agree budget section headings and provide training if needed to budget holders  New Annual Report available for AGM	Internal financial reporting needs of the Exec met, and reports available as required
4	To reduce the dependency on affiliation fees by increasing the other sources of income.		To minimise the income risk should the number of members and clubs reduce significantly
5	Support appropriate initiatives through grant/loan schemes for clubs	Review the current grant scheme rules and funding and update as necessary, relaunching as part of the Centenary	Grant scheme in operation and achievements measured

# Strategic Goal: **Excellent Governance**

	Strategic Priorities	Focus for 2022	Focus for 2023-2027
1	Build a 'Fit for Purpose' Organisation	<p>Update the County rules and regulations</p> <p>Define the required functional structure</p> <p>Document all functional roles and responsibilities, and update the roles of Treasurer and Secretary</p> <p>Identify and recruit to fill the priority organisation gaps</p> <p>Appoint Exec members to chair each sub-committee</p> <p>Review and update the Terms of Reference for each sub-committee</p>	<p>Establish a nominations committee to propose new volunteers</p> <p>Exec members to undertake an annual Board performance review</p> <p>Prepare Training Needs Analysis for each role, and the means for the training courses to be delivered if required</p>
2	Adopt Standards, policies and procedures to become a model of best practice	<p>Review current policies and establish any missing policies, and write new policies using EG recommendations</p> <p>Establish any Standard Operating Procedure(SOP) gaps, prioritise, and write SOP's</p> <p>Update Expense procedure</p>	<p>Establish schedule of periodic reviews of policies and procedures to ensure compliance</p>
3	Determine the way forwards with regards Incorporation	<p>Understand what other counties have done and why (e.g., Devon) and submit a report to the Exec for consideration</p>	
4	Amalgamation of the Ladies and Men's County organisations	<p>Confirm contacts in the Ladies organisation and arrange a meeting to discuss the appetite to work on the topic</p>	<p>Develop strong links, continue dialogue and collaboration with Ladies Association</p>

# Strategic Goal: Club Support

	Strategic Priorities	Focus for 2022	Focus for 2023-2027
1	Establish what clubs want from the county	Engage with the club representative attendees at the autumn strategy meeting to gain their input on what the clubs want	Gain Exec approval of club requirements. build a plan and deliver, measuring feedback of the results
2	Maintain Course Ratings	Consolidate the volunteer list of Course Raters, such that they are all trained.  Produce a year-by-year course rating plan covering all Dorset courses	Deliver against course rating plan, ensuring workload is shared out across all volunteers
3	Promote 'Shared Success' through competitions with prizes (vouchers) for spending on supporting the development of individuals and clubs	Develop the 'Shared Success' principle such clubs' benefit from their member's success at a county level, and gain Exec approval of the scheme	Launch scheme and monitor the feedback after 12 months





## DORSET COUNTY GOLF UNION

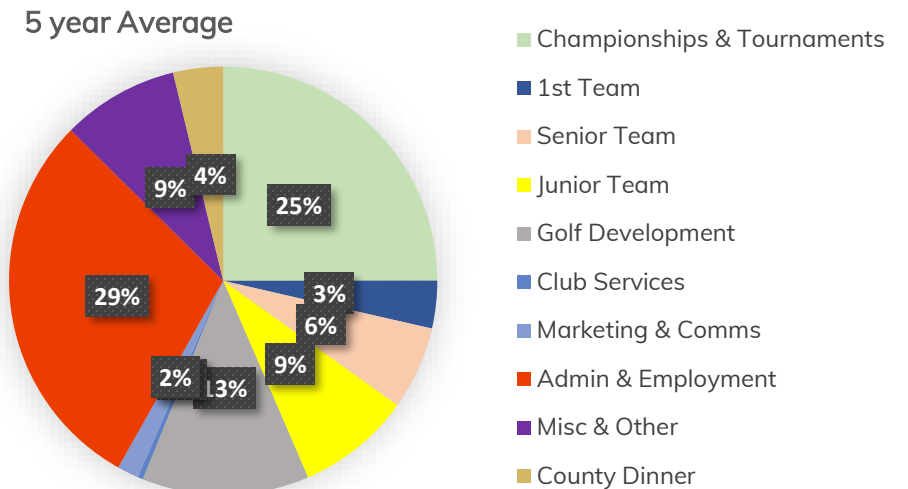
# How we spend your money

### Income

The majority of our income, 99%, is from annual affiliation fees, which in 2021-22 was £9.25 per member. The remainder is from sponsorship. We are always looking for additional revenue sources, such as grants, England Golf support, further sponsorship and fund raising.

### Expenditure

Our expenditure net of subscriptions is split as per the chart below:





SUCCESS BREEDS SUCCESS

## Closing Comments

The information from Sport England and England Golf identifies that in the future the golfing market will have to be increasingly more flexible and dynamic. Making use of technology and appealing to different age groups who want slightly different things in different ways. One size no longer fits all.

Any sort of communication and engagement with clubs and their members will need to reflect the different behaviours and priorities of ages/groups and the desire of those individuals to engage and develop their golfing potential not **only** at a county level **but further afield as well**.

‘Success Breeds Success’ and as a county we have to foster the desire within our members, and provide the opportunity, for those that wish to play and compete at an elite level.



Through our network of clubs, golf academies and partnerships we also have to support a structured programme and pathway for those who may want to get into golf at a young age.

With the number of financial challenges that both clubs and individual are facing, the onus is on us as a County Executive to ensure that the DCGU is relevant and fit for purpose in a golf marketplace that will continue to change and adapt in the same way as people’s lives are changing. We therefore must have appropriate key performance indicators in place and have requested to be involved in the pilot that England Golf is launching on County Golf Organisations.

The continual ability to adapt a strategy is the most important part of having a strategy itself.