

Hertfordshire Golf Action Plan for 2023 - 24



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Foreword

Hertfordshire Golf represents nearly 60 affiliated golf clubs and over 23,000 members across the county. Since our formation in 2018, which combined the men's union and the ladies' association to form a single county organisation, we have developed a clear identity and focus for representing men, women, boys, and girls. This document outlines our key plans for the next two years and sets out the shape of our budget.

Our priorities are to run county championships and matches, provide handicap golf events, build skills through player development activities, support our members with expertise in the rules of golf, WHS handicapping and course rating, and to further the interests of the game of golf by providing activities considered beneficial to the affiliated golf clubs.

In 2022 we were able to return to a full programme of championships, inter-club matches, and county team matches. As a unified county we have introduced new competitions for mixed golf. The most prestigious of these is a Mixed Championship to complement the Men's and Women's Championships. This is a 36-hole scratch foursomes competition, and it has been well

received by the players who have taken part.

To support our mission to grow the game of golf we fund a full-time County Development Officer (CDO), whose role is to encourage new people to take up golf and help build the membership of our affiliated clubs.

A particular success, initiated by the Golf Development Committee, has been a project to introduce golf to Girlguiding. Currently over 300 girls and 27 leaders are involved and a Golf Challenge Badge has been approved by the Girlguiding Hertfordshire County Commissioner. With 11,000 girl guides in Hertfordshire, it is hoped that this initiative will inspire more girls to take up the game.

We are particularly delighted that the positive contribution of this project has been recognised in the England Golf Awards and that we won the Women and Girls' Trailblazer Category. Other counties are now looking to us to help introduce the scheme.

Our county was one of the first in England to achieve the SafeGolf accreditation, demonstrating our commitment to safeguarding children, young people and

vulnerable adults involved in golf. This achievement was closely followed by Hertfordshire becoming the first county to sign up to the R&A's Women in Golf Charter.

Hertfordshire Golf has a good foundation, with strong governance, sound finances, a small team of professional and dedicated employees and plenty of enthusiasm among its volunteers. We are committed to delivering services for our member Clubs that strengthen and develop the game of golf in Hertfordshire.

Bobby Kendall
Chair

Our vision, mission and values

We are passionate and committed to creating opportunities for everyone to play golf and supporting the development of Hertfordshire players, clubs and county teams.

Our vision:

to nurture talent and provide golf opportunities for everyone

Our mission:

to support develop and grow the game in Hertfordshire

Our core values reflect how we work, how we deliver our services and conduct our business

Honest

Excellent

Responsible

Totally Inclusive

Supporting

Honest: We are honest, transparent and committed to doing what's best for our members and golfers in Hertfordshire

Excellent: We set the adoption of high standards and strive to be the best that we can be

Responsible: We manage our resources effectively

Totally Inclusive: We provide opportunities to enable everyone to be involved with golf

Supporting: We provide support for our member clubs to help them develop and grow the game

Listening and responding

In 2021 we carried out a survey among the General Managers of affiliated golf clubs. The survey was sent to 61 clubs managers and was held open for one month for responses.

We distributed a survey for golf club members in February 2022 and left it open for respondents until August 2022. The survey was sent to clubs and county delegates and we asked them to cascade it to members. It was also sent to those on our direct mail database. 1,263 golfers took part in the survey.

Both survey findings were closely looked at and we have taken much of the feedback and many of the suggestions on board, which you will see reflected in our plans for 2023 – 24.

For more details about the survey findings and how we are responding, please take a look at our website, under About Us.



Our role

- Further the interests of the game of golf
- Act as overarching authority for the administration of the World Handicapping System (WHS)
- Undertake course rating and provide advice on course set-up and the rules of golf
- Provide guidance and assistance for our affiliated clubs
- Deliver timely information and advice to our member clubs as cascaded down from R&A and England Golf
- Facilitate county competitions for a wide range of age groups and abilities
- Run representative teams for the county of Hertfordshire
- Develop golfing talent within the county
- Grow and develop the game of golf in Hertfordshire
- Represent Hertfordshire at regional and national administrative level



Our strategic goals

Governance

Adopt standards, policies and procedures to become a model of best practice.

Finance

Maintain strong and sustainable finances.

Championships and Competitions

Provide a programme of high-quality championships and competitions relevant to Hertfordshire golfers of all genders, ages and ability.

Promote the knowledge, understanding and application of Rules of Golf.

Club Services

Provide clubs with course ratings, handicap expertise and networking opportunities.

Golf Development - Growing the Game

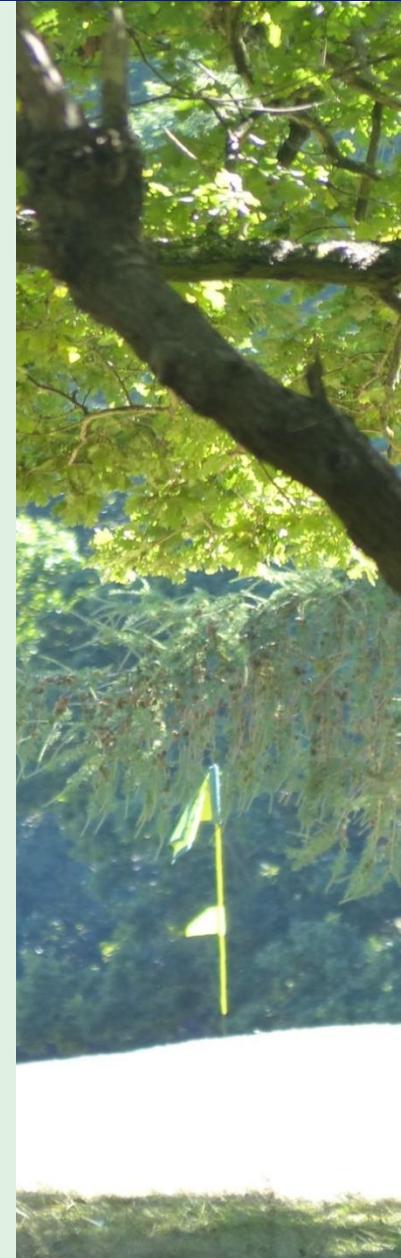
Promote golf as a friendly and accessible sport that is inclusive of all people no matter their age, gender, ability, impairment or background.

Player Development

Optimise the underlying talent within the squads to build a series of winning teams and develop a population of lifelong golfers in a fun and engaging environment.

Marketing and Communications

Engage effectively with our stakeholders and provide clear communication about our services and activities.



Our plans for governance

Responsible: Chair, Bobby Kendall Supported by: County Secretary, Louis Matamala, Director Without Portfolio, Simon Shepherd		Target date
Board	All job descriptions and specifications in place	February 2023
	Develop Terms of Reference for Nominations Working Committee (now addresses skills and succession planning)	May 2023
Staff	Introduce annual employee performance evaluation – objectives / review	January 2023 / October 2023
Departments	Review departmental action plans at Board meetings – outstanding actions monitored and progressed	Schedule from July 2023 board meeting
	Ensure that each Committee’s terms of reference are reviewed annually with report back to the Board	February 2023 January 2024
Policies	Develop policy for equality, diversity and inclusion to cover all parts of the organisation (based on EG proposals)	December 2023
	Establish process for periodic reviews of company policies	May 2023
	Review compliance with Code for Sport Governance and identify areas for consideration by HG	December 2023
	Annual evaluation to ensure continuous improvement (better than yesterday)	December 2023

Our plans for finance

Responsible: Director: Frank Clapp Supported by: Chair, Bobby Kendall and Finance Committee		Target date
Budgeting	Establish a clear timetable for all aspects of the budget process, as determined by agreed priorities	May 2023
	Maintain a prudent level of reserves	Ongoing
	Establish process for moving towards a balanced annual budget	May 2023
Reporting	Financial results for year to date reviewed by Board at each meeting	Ongoing
	Establish agreed management accounts reporting format	March 2023
	Annual review of team expenditure policy	November annually
	Timely completion of annual accounts and audit	By mid January annually
Systems	Ensure proactive collection of affiliation fees	Ongoing
	Establish monthly cash flow in order to manage liquidity and maximise financial deposits	December annually
Funding	Finance Committee to review county affiliation fees for following year and make recommendation for September Board meeting	Early September annually

Our plans for championships

Responsible: Director Alan Thomson Supported by: County Secretary, Louis Matamala and Championship Committee		Target date
Participation	Review the Championships schedule in the light of the 2022 Survey results. Introduce at least one additional handicap event.	December 2023
	Review all events with persistently low entries. Take actions to either implement an improved format or discontinue the event.	December 2023
	Increase awareness of the Championships and Competitions programme from 51% (2022) to 63% (2024) by improved marketing. Engage with team managers and current squad members to support and actively assist with implementing these actions.	December 2024
	Take actions that increase the number of entries in county events with spare capacity by at least 10% each year	December 2024
Rules and Referees	Recruit and train five new referees qualified to Level 2 or higher	December 2024
	Stage at least two rules roadshows at clubs during each year	December 2024
	Establish a programme of regular rules education available to all affiliated members	December 2024
	Identify at least one person with an interest in the Rules of Golf in at least 40 affiliated clubs	December 2024

Our plans for club services

Responsible: Director Jane Clarke Supported by: County Secretary, Louis Matamala, Course Rating Team Leaders and Club Services Committee		Target date
Course Rating	Ensure the Course Rating Team Leaders understand and implement changes to the WHS rating system and complete the EG structured Course Rating training	Ongoing
	Complete at least six full course ratings during the 2023 season (Cycle 2) to ensure all courses have an up-to-date course rating/slope rating	October 2023
	Attend to requests for additional ratings and ratings for major course changes. Initial response within 2 working days	October 2023
	Recruit and train one additional male team leader (in progress)	October 2023
Handicapping	Deliver two follow-up training sessions on WHS for club handicapping officials	April 2023
	Review the HG response to handicap enquiries. Expected response time, within two working days	October 2023
Networking and Engagement	Identify clubs who do not have a delegate or competition liaison officer and encourage them to appoint one	October 2023
	Hold at least one club delegates meeting annually, to advise and inform on golfing matters of interest, with at least 32 clubs attending	November 2023
	Organise spring and autumn meetings with a target number of 20 teams at each and trial a mixed team event.	October 2023
	Hold a thank you event for 90-100 HG volunteers and competition winners	November 2023
	Hold a bridge drive and a social event	October 2023

Our plans for golf development

Responsible: Director, Rowena Hemmings Supported by: County Development Officer, Matthew Crowhurst, Golf Foundation, Herts Sports Partnership and Golf Development Committee		Target date
Compliance	CDO to update master register of volunteers and coaches as required to always ensure compliance with our Safeguarding policies and procedures	Ongoing
	Assist England Golf and our clubs with their SafeGolf accreditation to ensure all affiliated clubs meet the necessary criteria	Ongoing
Funding	Investigate the possibility of obtaining funding from external sources to finance our initiatives for all ages, abilities, impairments and genders	Ongoing
Initiatives	Back2Golf scheme, 10% of total participants to join a Golf Club	December 2024
	Double the schools golf programme, increase from 6 to 12 schools.	December 2024
	Get two more areas involved in Super 6 junior league programme	December 2024
	Develop a dementia golf group hub in Hertfordshire	December 2024
	Girl Guiding project – 5% of total participants into HG Club membership	December 2024

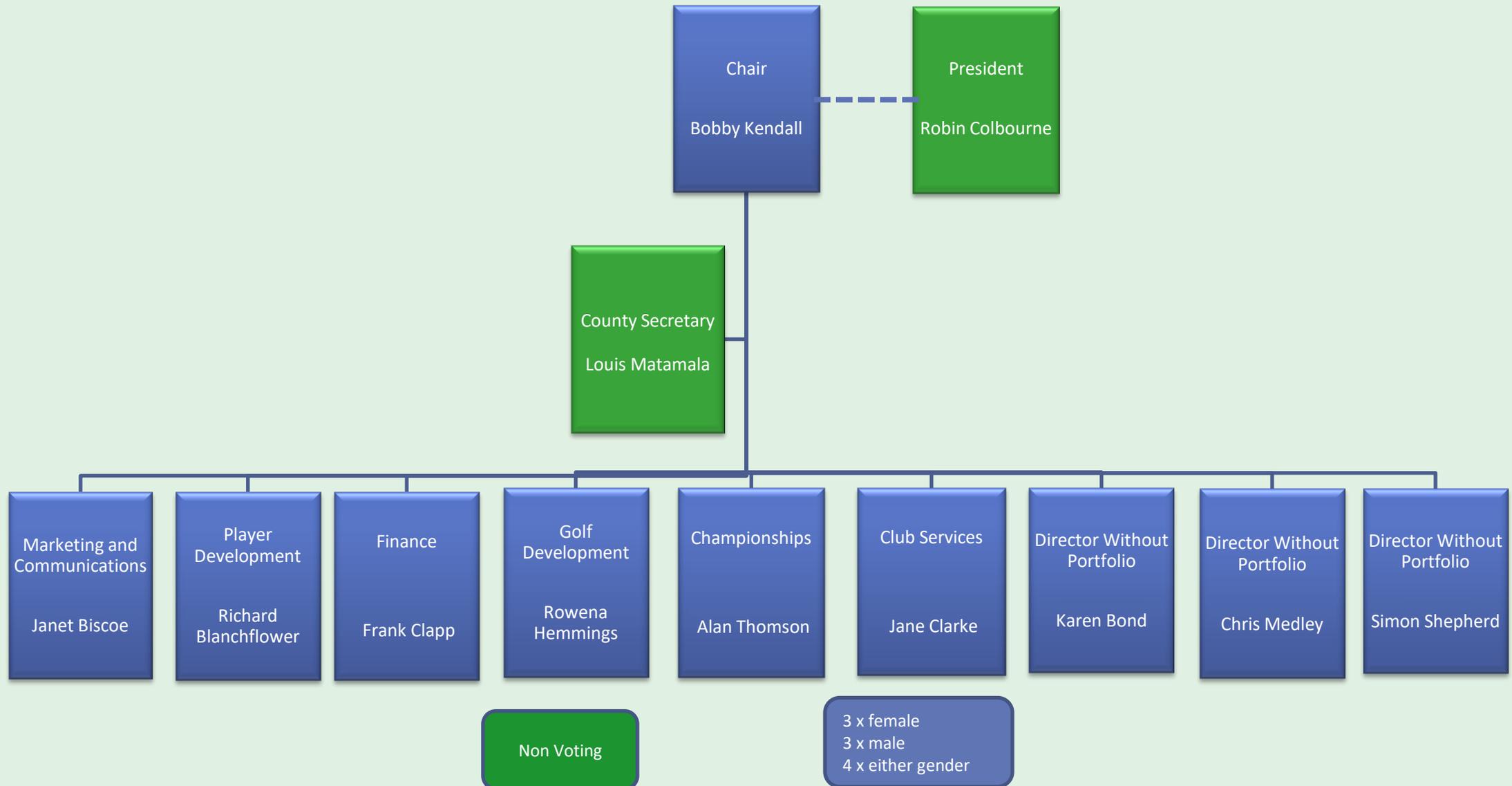
Our plans for player development

Responsible Director: Richard Blanchflower Supported by: County Secretary, Louis Matamala, Director, Karen Bond, Coaching Coordinator, Mark Day, Coaching Squad and Player Development Committee		Target date
Players and coaching	Develop a complement of committed, enthusiastic and self-motivated players for each 12-person squad	December 2024
	Support players to create a plan to achieve individual stretch targets. Align player's individual club and Hertfordshire Golf targets.	January 2023
	Use performance data metrics both to select playing teams and identify areas of focus	April 2023
	Top U18 players to be capable of performing at the very highest level	April 2023
	Suitable preparation to qualify and perform optimally in regional and national finals	April 2023
	Encourage players to participate in both club, county and as appropriate national events	December 2024
	Holistic development of the players to equip them to compete at the highest level including encouraging players to attend the Hertfordshire Golf facilitated strength and conditioning sessions	December 2024
	Continued engagement with the players including during the winter season via combination of media i.e. zoom, WhatsApp and email	December 2023
Juniors	Continue to generate pipeline of junior players through increased awareness of the various Hertfordshire Golf programmes	December 2023
	Enhance pathway to progress suitable players from the iTour and Futures Tours through to the Development and Performance playing squads	December 2024
	Improve competitive experience opportunities by increasing number of matches both internally and against other counties with junior teams.	December 2024
	Development of different playing approaches i.e. for medal and match-play, alongside the development of technical playing skills	December 2023
	Utilisation of scoring and other data analytics to optimise competitive player performance	December 2023

Our plans for marketing & communications

Responsible: Director Janet Biscoe Supported by: County Secretary, Louis Matamala, County Development Officer, Matthew Crowhurst and Marketing and Communications Committee		Target date
Website	Maintain the number of annual visits to website at 52,000	December 2024
Social Media	Increase the number of social media followers by 20% (from 5759) to 6910 Increase by a further 10% to 7600	December 2023 December 2024
Direct Mail	Review the email data collection process and increase database from 335 to 600	December 2023
County App	Increase the number of members downloading the County App by 30% from 1550 to 2015	December 2024
Digital Newsletter	Review impact of the digital newsletter launched in August 22 and consider improvements. Trial ends after 12 months – decision on continuation to be taken to Board in July 2023.	April 2023 July 2023
Posters and Flyers	Provide clubs with posters and flyers to further promote key events such as competitions, roadshows, news. Trial with key events for the 2023 season.	March – October 2023
Engagement	Carry out a survey of Golf Managers Carry out a survey of Golf Club Members	October 2023 August 2024

Our Board



Our staff and volunteers

We employ four members of staff who are based at Knebworth Golf Club, our new office location since November 2022.

Louis Matamala
Mark Knight
Genny Hill
Matt Crowhurst

County Secretary
Assistant County Secretary
Office Administrator
County Development Officer

We rely on our many loyal and hardworking volunteers to support the running of the organisation.

Event organisers
Player registration
Starters
Marshalls
Referees
Ball spotters
Team captains

Coaches
Board directors
Committee members
Course raters
Handicap advisors
Junior supervisors

If you would like to get involved, please contact Louis Matamala



Our affiliated clubs

Aldenham	Chorleywood	Manor of Groves	South Herts
Aldwickbury Park	Dyrham Park	Mid Herts	Stevenage
Arkley	East Herts	Mill Green	Stocks
Ash Valley	Essendon	Moor Park	The Cheshunt
Ashridge	Great Hadham	Moor Park Artisans	The Grove
Ashridge Artisans	Hadley Wood	Old Fold Manor	The Hertfordshire
Batchwood Hall	Hadley Wood Artisans	Old Fold Manor Artisans	The Hertsmere
Batchworth Park	Hanbury Manor	Panshanger	The Melbourne Club
Berkhamsted	Harpenden	Porters Park	The Shire London
Bishop's Stortford	Harpenden Common	Redbourn	Verulam
Brickendon Grange	Hartsbourne	Rickmansworth	Verulam Artisans
Brookmans Park	Hartsbourne Artisans	Royston	Welwyn Garden City
Centurion	Knebworth	Sandy Lodge	West Herts
Chesfield Downs	Letchworth	Sandy Lodge Artisans	Whipsnade Park
Cheshunt Park Golf Centre	Little Hay	Shendish Manor	Whitehill

Where we are now

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

- 60 clubs
- 26,632 members
- 23,080 men
- 3,327 women
- 1,417 boys
- 225 girls
- Over 40 championship events plus inter club knock outs, scratch leagues and orders of merit
- Competitive county teams with good depth of talent
- Continued support for the World Handicap System (WHS) and Course Ratings
- Extensive junior development programme
- Funding for a County Development Officer to help grow the game
- Strong pool of qualified volunteers
- SafeGolf accredited
- Signed and achieved the R&A Women in Golf Charter
- Winners of England Golf Women and Trailblazers' Award for our Girl Guiding initiative



Highlights of 2021 and 2022



County Finals Day winners from 2021



Jack Bigham of Harpenden
R&A British Boys Amateur Champion 2021



Kelly Cooke of Welwyn Garden City and
Max Hopkins of Bishop's Stortford
County Champions 2022



Rob Holden of Letchworth and
Hannah Screen of Berkhamsted
English Men's & Women's Under 25 Champions 2022



Sophia Fullbrook of The Melbourne Club
English Girls Open Amateur Champion 2022



Jackie Foster of Bishop's Stortford
English Senior Women's Champion of
Champions 2021

How we spend your money

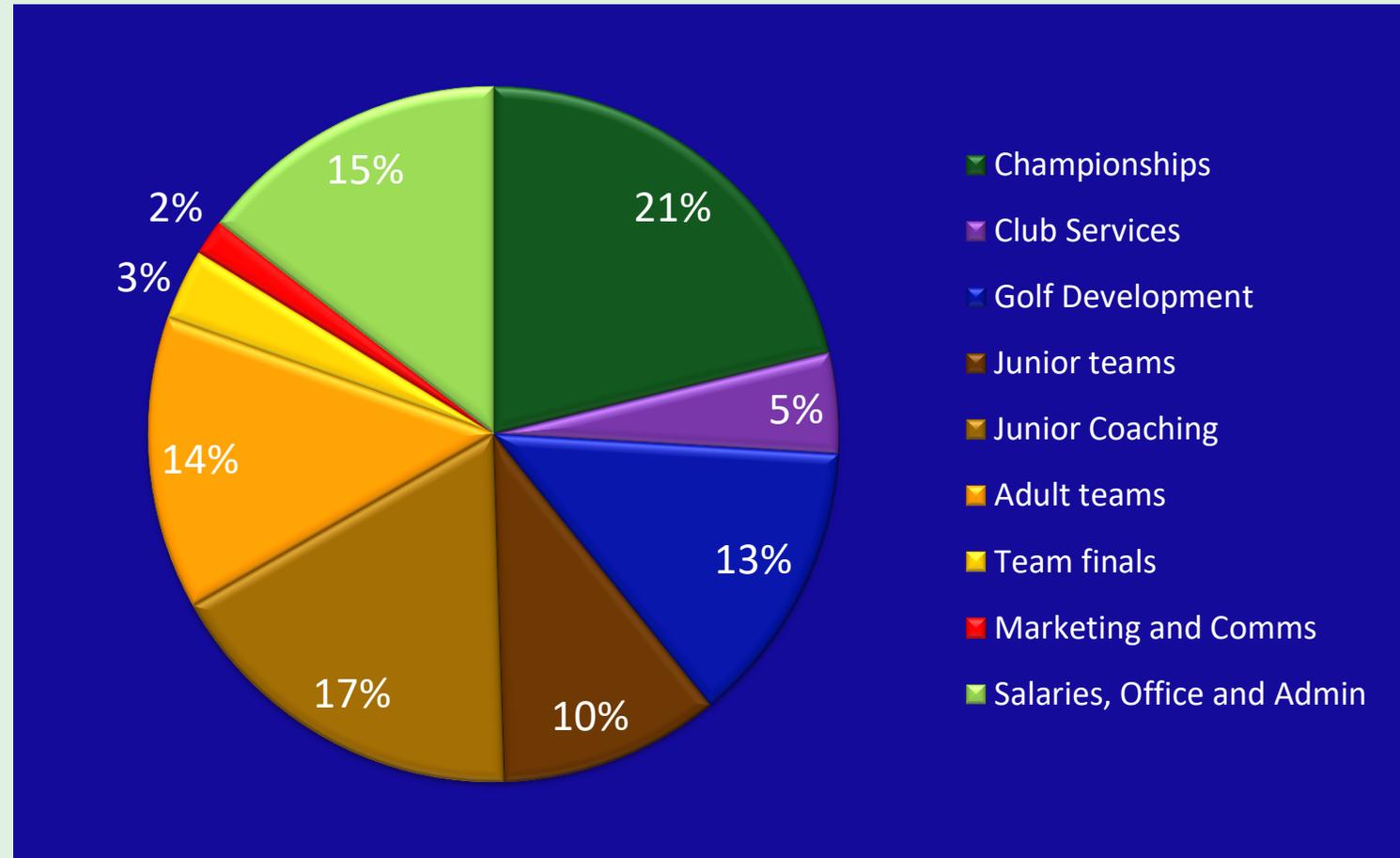
Income

The bulk of our income is from annual affiliation fees of £11.50 per adult and £5.75 per junior member.

This is supplemented by grants, fund-raising income, interest income and reserves where appropriate.

Expenditure

Our expenditure, net of championship entry fees and participant contributions towards coaching and other activity, is split as per the chart.



Thank you

We would like to extend our thanks to every golfer and golf club in Hertfordshire who helps our game to thrive. The positive collaboration between Hertfordshire Golf and its member clubs has a direct impact on our ability to deliver our programme of events and initiatives.

Competitions, coaching, growing the game at grassroots level, reaching out to players with disabilities and impairments, providing rules and handicap seminars, refereeing, supporting our county teams – you name it, we could not do any of it without the generous hospitality of our clubs and the tireless hard work of our volunteers.

To all those who help and volunteer, thank you. Please keep giving whatever you can and keep making the difference – it is very much appreciated.

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