
CLUB DEVELOPMENT CADDY 2011

A TOOL-KIT TO HELP GOLF CLUBS DEVELOP

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OUR BACKGROUND

WELCOME

Welcome to **clubgolf's** 'Junior Club Development Caddy'. This resource has been written to assist golf clubs/facilities improve their performance in everything from attracting new members, identifying club roles & responsibilities to methods of raising funds.

Following a valuable consultation period with key agencies, clubs and individuals involved in golf and the local authority network, this resource has been produced to help golf clubs/facilities not only to increase their junior membership but be able to retain juniors through a structured, progressive development programme.



Using this resource as a development tool, will help your club build a strong foundation for all members and juniors to experience the game of golf in a safe and secure environment whilst giving your club the recognition it deserves in carrying out the **clubgolf** programme.

The Caddy offers practical support and advice on a range of topics such as:

- Junior and club development
- The key factors involved in establishing a safe, effective and child-friendly golf club.
- How to impart and improve the knowledge and skills of everyone working in golf at the club/facility, including volunteers, club members and professionals.

WHAT IS CLUBGOLF?

clubgolf is the National Junior Golf Strategy for Scotland and a junior golf programme which supports the early development of young golfers through structured coaching. Now widely available throughout Scotland this programme provides a pathway for talented young players to progress based on their potential, commitment and achievements, as well as promoting life-long participation within the club environment.

clubgolf recognises the importance of grass roots development work, which is essential if golf is to remain a strong and successful sport. Children introduced to golf will not only be able to look forward to a lifetime of enjoyment playing the sport, but will also develop a range of personal skills and qualities that will help them in later life; honesty, respect, co-operation, self-motivation, concentration and perseverance.

The programme has been designed to deliver the early steps in the player pathway which forms the core structure for a coordinated and connected approach to golf coaching in Scotland. Children participating in **clubgolf** can progress through this structure based on their own commitment and achievement irrespective of which part of Scotland they live in.

The **clubgolf** programme is founded on strong existing club structures, meaning that the large majority of participating children who do not progress to advance coaching will also gain opportunities for club membership and long term participation as golfers.

PATHWAYS

The Player Pathway illustrated opposite demonstrates the opportunities your club can provide juniors and volunteers to contribute to the long-term development of both players and coaches at your club.

STAGE 1 is a two year programme comprising of 20 hours of coaching each year. Golf skills taught in stage 1 year 1 include, putting, chipping, full swing and an introduction to rules & etiquette.

STAGE 1 YEAR 2 builds on the skills learned in year 1, with pitching and bunker play added to the programme.

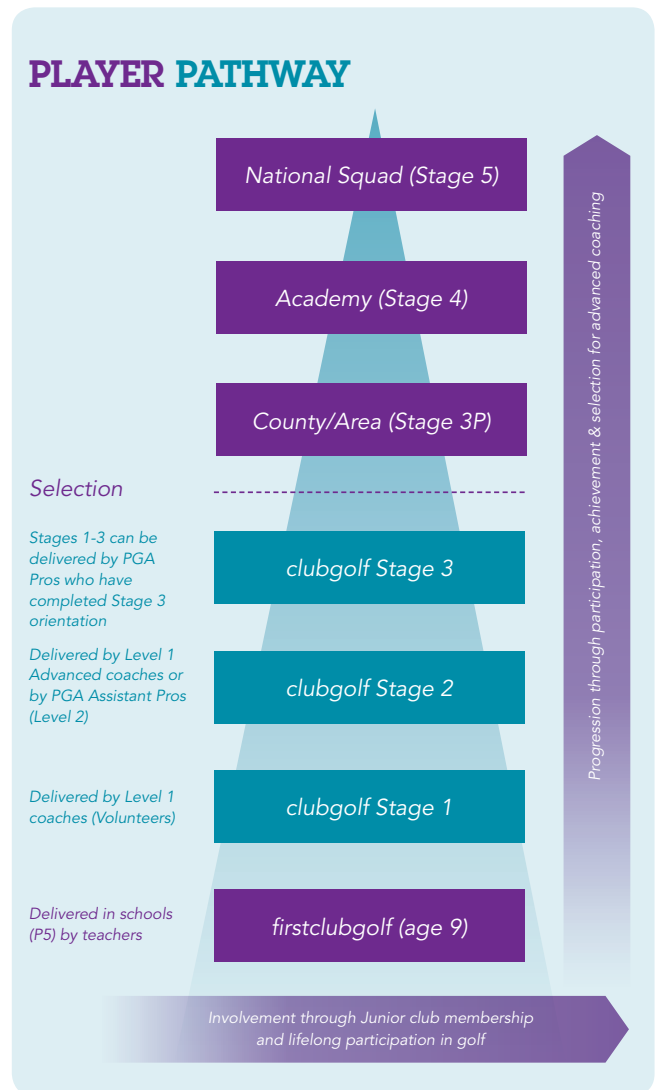
STAGE 1 is normally delivered by volunteer coaches who have attained their level 1 certificate in golf coaching designed and delivered by the PGA. On attainment of qualification and licence, all coaches are issued with the clubgolf Stage 1 Coaching Manual on CD-ROM. This tool includes warm-ups, session plans and skills test to cover the 40 hour programme. This stage of the programme can also be delivered by qualified PGA Professionals and or Assistant Professionals

The clubgolf Junior Golf Passport has been designed to reflect the skills taught on Stage 1 and is an excellent resource for children participating in the programme. Your Regional Manager will be able to assist with the ordering of this resource.

STAGE 2 is a one year programme comprising of 25 hours of coaching. Participating children will further develop the basic golf skills and the rules & etiquette learned in Stage 1. They will be introduced to more complex concepts including shot making skills, on course management and dealing with a range of situations than can arise on the golf course.

STAGE 2 can be delivered by qualified Level 1 Coaches who have logged the required number of coaching hours and who have successfully completed an Advanced Level 1 CPD Module, designed and delivered by the PGA. Again a CD-ROM is available to all coaches on completion of their CPD Module. As a Level 1 Advanced Coach you will be qualified to deliver clubgolf Stages 1 & 2 to children at your club/facility.

PLAYER PATHWAY



Alternatively, appropriate qualified Level 2 coaches or qualified PGA Professionals and or Assistant Professionals can deliver clubgolf Stage 2. The children participating will expect to develop their golfing skills to the point where they are able to obtain a CONGU handicap. At the same time they will develop their appreciation of the game and a range of associated life-skills including, respect, integrity and self-motivation.

STAGE 3 is a two year programme comprising of 60 hours coaching in each year, therefore requires a large increase in time-commitment on the part of the participant. The course builds on the golf skills and knowledge developed in Stages 1 and 2, adding in tee shots and short, medium and long iron play. A significant amount of video swing analysis is also included and children will learn to associate the shape outcome of their shots with elements of their golf swing.

STAGE 3 is delivered by PGA Professionals qualified at Level 3 who have also completed a two day orientation course delivered by the PGA and SGU (more information of this course can be obtained through your clubgolf Regional Manager). Participating children will have already attained a CONGU handicap and will see themselves as improving golfers. There will normally be an element of talent identification in selecting children for participation in Stage 3 and the delivering Professional will be expected to liaise with those who have coached the children in earlier stages to make suitable arrangements for selection.



WHY SHOULD MY CLUB BE INVOLVED?

clubgolf's vision is to create opportunities for all children in Scotland to access golf, to bring about increased participation in golf (including increased junior club membership), and to lay strong foundations for improved performance in Scottish golf. The project aims to deliver four strategic goals:

- The opportunity for every child in Scotland to experience golf by the time they are 9 years old
- A coaching workforce at the heart of junior golf in Scotland capable of supporting the demand from children who want to play golf
- More children playing golf and more junior golf club members
- A broader and better coached pool of players from which more talented golfers will emerge

To achieve these goals, clubgolf works with a wide range of partners at all levels. If you share clubgolf's vision, and you would like to be part of the National Programme, you should read on through this booklet.

CLUB DEVELOPMENT

WHAT IS CLUB DEVELOPMENT?

Club development is simply a process to capture a club's plan for the future. Good club development is based on a club's current position, capacity and aspirations rather than an unrealistic ideal of every club progressing towards "beacon" status.

Whether consolidating or expanding, recruiting more members or improving services for existing members, every club should take a moment to stop and think.

Where will my club be in 5, 10, 15 or even 20 years?

Juniors of today are the future of our golf clubs of tomorrow.

Sport is becoming more professional and much better organised driven by a desire to improve services and ensure a sustainable future. The most effective way to develop is to apply a simple (and not too time consuming) planning process to set your club on the path to a better future.

The benefits of this include:

- Defining and prioritising aims and aspirations for the future.
- Using club resources (people, money, facilities) more effectively.
- Improving morale by involving members in decision making
- Improving your chances of receiving funding support, such as local grant aid
- A more professional approach.
- Improving services for current members and attracting new players/members.
- Improved and more productive relationships with local schools or the local authority.
- Be part of a nationally recognised golf development programme – [clubgolf](#)

Clubs should not feel obliged to plan – it is more a question of having an informed objective look at the club's future – but with a view to create an incentive to attract more members (junior or adult). Your [clubgolf](#) Regional Manager can assist with this planning. (See appendices 1 & 2)



THE KEY IMPACTS OF CLUB DEVELOPMENT

There are some themes common to most club planning processes:

PEOPLE

At the heart of every club, is the people. From players and coaches to volunteers and parents, everyone has a role to play and can support the development of the club. Your plan should ensure that all people are recognised and valued whatever the scale of their contribution.

For example, your club audit may identify a lack of parental support leading to an objective such as "to recruit a specific number of parent volunteers by a certain date." Individuals closest to junior members could be asked to action this by inviting new parents to forthcoming social events and encouraging parents to stay during club sessions, for example.

The key to ongoing success in this area is to get the most out of volunteers, whether they are parents, club members or otherwise. Some volunteers may be keen to help out, but lack confidence in their ability. It is important that they understand their tasks/roles. Clarity of information/instruction given to them is essential and support provided should they want to pursue training/coaching opportunities is recommended. Formal and informal recognition of a volunteer's contribution is important.

One thing all clubs should do is to work out all the tasks required for the smooth day to day running by producing a checklist. Once you know what there is to do you can ask members who have the appropriate skills to undertake these tasks quickly and easily. You may have a club member that works in IT or design – an ideal candidate to help develop and manage the club's website. Don't be afraid to ask, you never know what hidden gems you may unearth!



PROGRAMMES

This may include; coaching, matches, tournaments and competitions – you may want to ask yourself the following questions to help set future priorities:

- Do your players consider themselves to receive a quality coaching / playing experience?
- How many coaches or coaching hours do you need to function effectively?
- Are your coaches appropriately qualified, do they follow NGB (National Governing Body) coaching ratios?
- Do you have a loyal and sustainable bank of officials?
- Could any social activities be used to enhance player or volunteer retention?
- Do your current teams/players enter relevant and available competitions?
- Do you have a reward and recognition programme for your players, coaches and volunteers?
- Do you ensure there is a progression – a player pathway within your club competition programme?
- Do you ensure there is a progression – a player pathway within your club coaching programme?
- Do you ensure there is a progression – a coach pathway within your club

The recreational element of club culture is growing more important and is an excellent vehicle for growing your club and providing opportunities for all to play a part.

FACILITIES AND JUNIOR ACCESS

Whether you have your own clubhouse and ground, or use community, school or private lease facilities, the key is how facility access will support club operation and sustainability. This is an area in which ambitions and decisions should be based upon a longer-term perspective as it underpins virtually all other aspects of club operation.

Golf clubs should ask themselves if they are currently making best possible use of all areas it has access to. A discussion with your **clubgolf** Regional Manager may help suggest some alternative solutions. Further information on facilities can be found on sportscotland website.

www.sportscotland.org.uk/ChannelNavigation/Topics/TopicNavigation/Facilities/Facilities.htm

MONEY MATTERS

All clubs should consider carefully what they charge for junior membership as it should be set with a view to encouraging children from all walks of life. To generate more income your club should look at running:

- Coaching programmes with children on your existing waiting list (if applicable)
- Charging a nominal fee which could be used to offset their membership fee or be put into the junior fund. This may also encourage additional adult/senior membership.
- Host fundraising ventures for your junior section

All clubs could use more financial support; the key is to know where to look. There are numerous funders out there and you can find a list of funding opportunities on the sportscotland website:

www.sportscotland.org.uk/funding

You can also approach (via club members/parents) local businesses to attract sponsorship for junior teams and events.

Being part of a nationally recognised programme, could enhance your clubs opportunity in finding potential funding. **clubgolf's** Grant Aid Scheme is open to **clubgolf** centres (golf clubs/facilities running the National programme) and your local Regional Manager will be able to suggest the avenue you should take depending on your project ideas.

GOOD CLUB GOVERNANCE

Club development is not the same as club administration, although some aspects can overlap. A key concern for clubs is to meet current legal requirements to ensure that their members are protected, safe and secure. Quality clubs have the correct insurances, procedures and policies in place with adequately trained staff to meet all legal responsibilities.

It should be noted that clubs are encouraged to adopt the Scottish Golf Union's Child Protection Policy but it is also recommended that all clubs obtain a copy of the Local Authority Child Protection Procedures for the area in which the club operates. It is advised that any policy and procedures drafted by a club is consistent with the relevant Local Authority guidelines.

www.scottishgolf.org/go/club-services/child-and-adult-protection

Equity should also form part of good governance within the club. Clubs should aim to be accessible, welcoming and open to reflect the diversity of the local population in which they operate.

Not to be underestimated, club management, administration and communication functions underpin its development and, ideally, ensure that you are continuously looking to improve. One way of keeping your club informed is to attend the annual Scottish Golf Seminars which are normally run towards the end of each year and they are a good vehicle to find out more about club governance/development but also to give you an opportunity to chat to other club Captain's, Secretaries and qualified coaches.





PARTNERSHIPS

It is vital that communication (both within the club and between clubs and other agencies) is not taken for granted. Regular, clear two-way communication is often a key to ensuring that members are happy and that the club's growth and success is maintained. Clubs should not be afraid to learn from others – strong, open relationships with other clubs can lead to shared systems for administration, collation of membership information and general organisation.

Actions in your club development plan could be as simple as making sure your club is represented on your local sports council or might extend to making better use of your facility by linking with other clubs.

Becoming an integral part of the Active Schools Network is a great club development tool and also supports the national programme and drive to get more young people active. Linking with your local Active School Co-ordinators will strengthen a club's position in the community and can also open new doors. This link can also have benefits for both the school and the club by boosting junior membership, improving access to facilities as well as providing young people in schools with a clear 'pathway' into your club and access to specialist coaching. Your local Regional Manager can help you to make links with your local Active Schools team. Further information about the Active Schools Programme can be found on the sportscotland website.

www.sportscotland.org.uk/channelnavigation/topics/topicnavigation/Active+Schools/

CLUB PROFILE

'No club is an island' and your relationships and partnerships with schools, your NGB's, facility operator and other clubs can help to guarantee club stability and sustainability and raise its profile.

Promotion and publicity can also raise awareness of your club and does not have to be costly especially in this modern, digital world. If this is an identified weakness, investing time upfront to build your website, or to get to know local journalists will pay off in the long term as these contacts and resources will generate publicity on your behalf.

The production of news items about your club's junior activities or information on the club itself can be supported by the clubgolf Media Manager, News items/stories can be forwarded to local/national press and golf magazines at no cost to the club. The stories/news items may also be posted on the clubgolf website. Please refer to the clubgolf Scotland website.

www.clubgolfsotland.com

Many clubs state that their development programme has "helped to put us on the map", endorsing the processes and results:

- 'New facilities and successful clubs were talked about'.
- 'People came to visit'.
- 'We worked with the local media to attract publicity'.
- 'We were cited as case studies and published on the internet'.
- 'Successful club development generated pride in our club and members, giving a strong recognition factor'.
- 'Increase in junior membership'.

COACHING

COACHING QUALIFICATION

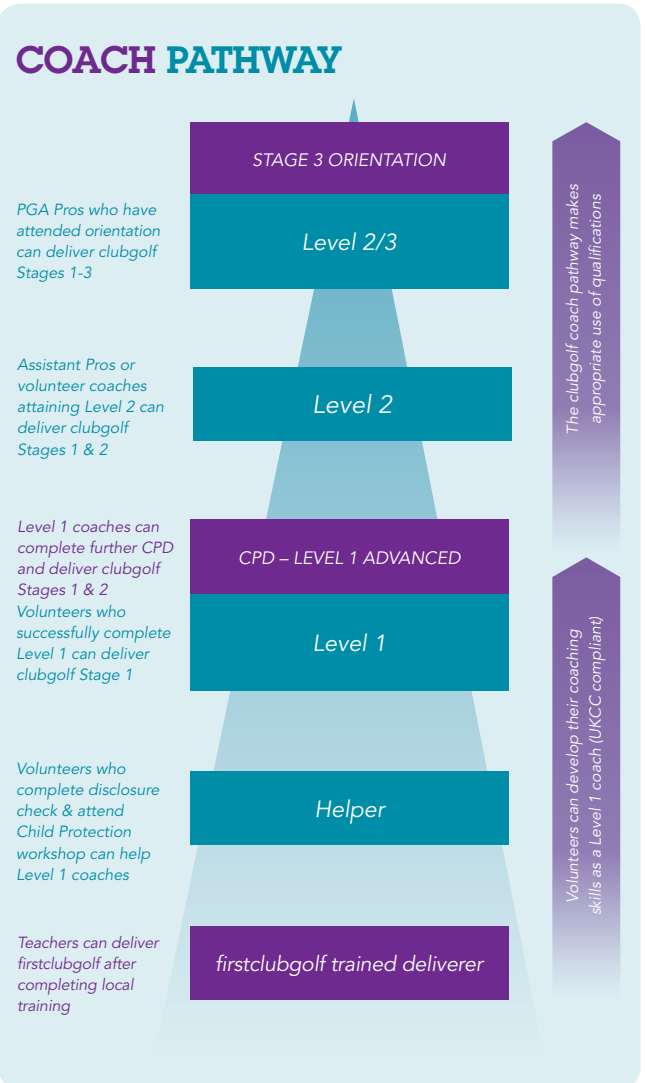
The Professional Golfers Association (PGA) deliver golf's coach education programmes and it is endorsed by UKCC (United Kingdom Coaching Certificate).

The Level 1 Coaching Certificate in golf is also a SQA (Scottish Qualification Authority) accredited and candidates in Scotland will receive an SQA Record of Achievement. In Scotland the clubgolf programme is delivered by PGA Professionals and volunteer coaches who have attained this qualification.

The Level 1 golf coach qualification is ideal for parents, interested volunteers, golfers, sports leaders and school teachers. It is the first qualification on the coaching pathway in Scotland and will equip you to deliver the two-year clubgolf Stage 1 programme. Opportunities exist for coaches and clubs to progress to deliver the clubgolf Stage 2 programme, should they so desire.

It is widely accepted that the delivery of quality coaching sessions plays a large part in any clubs development. Appropriately qualified and licenced coaches will deliver sessions to your clubs' juniors that will not only improve their performance but will ensure that they reach the levels to which they aspire to. This will be achieved in a fun, safe and secure environment.

Clubs with good quality coaches will become successful and will attract new members. The Scottish Golf Coaching Pathway in relation to clubgolf is shown opposite:



JUNIOR CLUB COACHING

At the heart of your junior section is the programme of coaching, training, competitions and social activities that you provide for your junior members. Regular coaching will help young people to:

- Develop skills
- Understand the rules of golf
- Understand the difference between etiquette & rules
- Improve their performance
- Meet new friends
- Have fun

This is what attracts children to join – and keeps them in membership. Each junior wants to enjoy golf at their own level; many want to improve their skills; some want to engage in competition with others and most members will also enjoy some social events with their friends in the club. Most golf clubs in Scotland provide some form of coaching for their junior members, whether it's through informal guidance provided by members, parents or grandparents or more structured tuition provided by a PGA Professional.

The **clubgolf** programme delivered by volunteer coaches at your club can provide a developmental structured progressive coaching programme for your junior members which will include your club as being part of the National Junior Golf Strategy for Scotland. Your **clubgolf** Regional Manager would be happy to talk to your club about how to put an appropriate junior coaching programme in place and how your club can obtain the Junior Golf Passport, a booklet for monitoring the progress of children through the early stages of the **clubgolf** programme.

Appendices 4, 5,6 & 7 show examples of a Coaches code of conduct, clubgolf Coaching Session Plans Stage 1 & Stage 2, Junior Golf Passport



JUNIOR CLUB COMPETITION AND LEAGUES

Research shows that most young people actually enjoy competition, which is the most effective way to test their skills. It is vital that your junior members are provided with appropriate competitive opportunities. However, it is important to ensure that the competition is tailored to suit the needs of the participants, taking into consideration in particular their age and maturity, skill development, ability, attitude, and experience of the sport.

If the competition is too difficult then the participants are likely to lose confidence, which may result in the club and the sport losing an individual forever. If the competition is too easy then the participant is likely to get bored or feel unchallenged and may again be lost to the sport or move to another club.

SOME BENEFITS OF COMPETITIONS

For the individual

- Enjoyment/Fun
- Skill Progression
- Targets for Achievement
- Reason to practice
- Sense of belonging
- Measure of Performance – improvement as well as decline
- Provision of pathways for participants to reach their full potential

For the club

- Raise the profile of the club
- Prestige
- Attract more members
- Provide an aim for club planning
- Improve commitment of volunteers and participants

Requirements for a successful competitive programme

- Enthusiasm and motivation
- Access to appropriate competition
- Access to competition facilities
- Access to suitable/or adapted training facilities
- Access to quality coaching

To ensure the best opportunities for your members and gain access to some of the above, the club will benefit from developing partnerships with schools, other clubs or performance programmes, leisure facilities and/or specialised training facilities.

BEGINNER'S COMPETITIONS

- Ensure that participants are well prepared – set realistic goals, advise on coping strategies for losing as well as winning
- Advocate positive attitudes – taking part in competition is an excellent educational tool for mental as well as physical development
- Consider a support mechanism for those moving through different levels of competition or squads, for example 'buddy' system to support newcomers/ beginners.
- The training schedule to compliment the competition programme/calendar to ensure that participants are at their peak performance for competition.
- Encourage able participants to trial for representative squads in order to extend and challenge the individual.
- Ensure that all participants are encouraged to act in a sporting manner in all competitive situations – as highlighted in your junior code of conduct.
- Ensure that the attitude towards the competitors is supportive, otherwise participants may become demotivated and membership could drop.
- Encourage parents and supporters to act in a sporting manner and provide supportive feedback – as highlighted in your parent/carer code of conduct
- Above all participants should enjoy the competition experience – make it FUN!



For your beginners and high handicappers **clubgolf** recommends that junior beginners should play over a shortened course (moving tees forward nearer the hole etc), please amend to suit the layout of your course, example below:

- A Set achievable goals for the children – Pewee/clubgolf tees**
- B On course tuition/course management etc**
- C Score Cards**
- D Continuous assessment**
- E Player Profiles**
- F Coaches and Helpers**
- G Keeping Children Interested to play in Medals**
- H Alternative Scoring Systems**

- A Pewee Tees: Pewee/clubgolf Tees (forward tees) no more than 150 yards long (par 4)**
 - 3 holes in 21 shots or better - move on to 6 holes
 - 6 holes in 42 shots or better – move on to 9 holes
 - 9 holes in 56 shots or better – move on to Junior Tees

Continuous assessments – as some children may progress quicker than others

A1 Junior Tees

- 3 holes in 24 shots or better – move to 6 holes
- 6 holes in 48 shots or better – move 9 holes
- 9 holes in 63 shots or better – move to 12 holes
- 12 holes in 80 shots or better – move to 15 holes
- 15 holes in 99 shots or better – move to 18 holes
- 18 holes in 109 shots or better – move to ladies/yellow tees or stay on Junior Tees

Again continuous assessments – as some may be ready for handicap.

- B On Course Tuition – should be included to help transfer skills gained from practice area/driving range and should cover;**
 - Course Management
 - Etiquette
 - Speed of play
 - Rules
 - How and where to fill in a score card

C Score Cards

Make up score cards for each mini course with the appropriate number of holes.

D Continuous Assessments

Each junior will progress at different speeds and some may develop quicker than others. In this case they should be allowed to move on to the next level. Some may stay at the same level for over a long period of time but should be given achievable targets/goals to try and encourage them to the next level.

E Player Profiles

Each junior should be tracked from the beginning as this will enable the club to assess if the correct approach to junior coaching is/has been adopted.

List of potential content:

- Contact details
- Coaching Log (where, when & by whom)
- Coaching Points (information from other coaches)
- Playing Log (scores, how many medals played etc, how many Open competitions played)
- Player Pathway (where they want to be in ? amount of years)

F Coaches & Helpers

It is important that everyone is informed of what is expected of them as a coach and as a helper. A brief job description/outline should be made up as well as a rota system. The club should be actively trying to recruit more coaches/helpers to progress all the aforementioned.

**G Keeping Children Interested to Play in Medals**

An Order of Merit will entice the juniors to play more and should include all levels of ability.

- Points are awarded to children who turn up for coaching
- Points awarded when they play in the medals (they get extra points for participating in all medals)
- Deduction of points for NR's (Non return of scores)
- Deduction of points for no show at medals
- Points awarded for bounce games etc.
- Fun skills test - points awarded for each section completed

The reason for promoting the above systems is that a large number of young golfers fall away from playing as they have been pushed too early out into 18 hole medals and scoring 190+. This can have a detrimental effect on a child's self esteem and motivation to play and in some cases they have been taunted by the other junior members.

Having a properly structured plan and playing system in place will, in the long term, be beneficial to both juniors and the golf club. It will allow them to progress to a level which their own ability dictates.

Children should be encouraged to play in senior club medals as responsible interaction between adults and children helps bring mutual respect and understanding, and helps the standards of the club to be understood and maintained. Nevertheless, when playing golf with a child, adults should always be aware that certain age related differences do exist and should conduct themselves in a manner that recognises this.

H Alternative Scoring Systems

One that is widely used with children on the clubgolf programme, prior to them gaining a handicap, is the Flag Competition, (getting them ready for medal play)

Why a 'flag competition'?

This competition for beginners, is aimed at fun with a little bit of etiquette and rules included. It is played over a shortened course or if your club is fortunate enough, over a par 3 course. Holes should be around 70yds – 180yds, so that it is achievable for the youngest and least experienced player.

You will require helpers on the day to run these competitions and you should not be hesitant in asking older siblings, parents and grandparents to go round with a group of children and act as supervisors.

As your junior member's progress they will be able to enter into official SGU and SLGA competitions and can be found on the relevant websites.

www.scottishgolf.org

www.slga.co.uk

Appendix 10.1, 10.2, 10.3,10.4, shows example of a Flag Competition format, start/result sheet & score cards

HOW CHILD FRIENDLY IS MY CLUB?

SELF ANALYSIS QUESTIONNAIRE

This questionnaire should allow your club to ascertain if you are a:

(1) Junior Friendly Club; (2) Working towards being a Junior Friendly Club or; (3) No my club is not a Junior Friendly club. etc.

GENERAL

1. Does your club have any of the following:

(please tick all relevant to your club)

- Child Protection Policy
- Child Protection Officer
- Action Plan
- 3 – 5 yr Development Plan
- Junior Charter Certificate

2. Is your club In contact with or work in partnership with:

- Your Local Active School Coordinator
- Your local clubgolf Regional Manager for the area
- Other local golf clubs

3. Is your club affiliated to your local Sports Council
(if you have one)

- Yes No

MEMBERSHIP CAPACITY RESTRICTION

4. Does your club have a separate Junior Constitution?

- Yes No

If yes, is the constitution flexible enough on the amount of junior intake required each year.

- Yes No

If no, what is the reason for your club not having a Junior Constitution

.....

.....

.....

Does your club have an age restriction for junior membership (e.g. 12+)

- Yes No

Does your club advocate that junior members must be siblings of an Adult member?

- Yes No

PRICING

5. Does your club have an entry fee over and above junior membership fee?

- Yes No

6. Would your club consider a reduced membership fee for juniors that have progressed through the National Junior Programme (clubgolf)?

- Yes No

THE CLUB EMBRACE/BELONGING

7. Does your club have a specific, Girls in Golf programme?

- Yes No

8. Does your club have a welcoming pack for juniors & parents?

- Yes No

9. Does your club allow entry to clubhouse of a Parent/ Guardian, while the child is on the coaching programme?

- Yes No

10. Do you think that your Senior Adult members create obstacles for junior members by their stance or viewpoint?

- Yes No

11. Does your club have a specific Junior Room?

- Yes No

12. Do you think that your club's dress code is too restrictive for juniors, taking into consideration the fashion trends of today?

- Yes No

13. Does your club have separate junior sections for the boys and girls?

- Yes No

14. If yes, do you feel that one group is progressing better than the other.

- Yes No

PLAYING THE GAME/FACILITIES

15. Does your club have structured junior activities beyond the coaching programme – from the list below, please tick all that are relevant to your club.

- 3, 6, 9, 12, 15, 18 hole competitions
- Pre-handicap on course play assisted by volunteer coaches/helpers
- Pewee/clubgolf Tees (e.g. forward tees no more than 150 yards long)
- Monthly Medals
- Regular structured competitions out-with Monthly Medals
- Regular Fun Events including all abilities
- Adult/Junior Competitions
- Flag Competitions (inter clubgolf club competitions)

16. Does your club have a practice facility for junior coaching

- Yes No

17. Would your club consider closing off one hole for junior coaching on a specific day/evening if you don't have a practice facility.

- Yes No

18. Do you allow junior boys to play in club medals/competitions?

- Yes No

If yes, is there a handicap restriction?

- Yes No

19. Do the ladies allow junior girls to play in their medals/competitions?

- Yes No

If yes, is there a handicap restriction?

- Yes No

20. Are your junior members allowed to compete in the relevant club championships?

- Yes No

If this questionnaire has raised any queries on junior development at your club or facility then please contact your regional clubgolf manager. Contact details are found on page 30 of this guide.



APPENDIX 1

JUNIOR ACTION PLAN

Target/ Aim	Action How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Impact Money, time, people, facilities
Recruit Junior club co-ordinator	<ul style="list-style-type: none"> Identify a club representative that would like to take on the role 	DD/MM/YY	Committee	
Additional Coaching (Winter)	<ul style="list-style-type: none"> Book additional training facility at a suitable time for juniors Contact local leisure centres, schools, colleges, sports development to seek facility 	DD/MM/YY	Secretary/ Junior Coach	1hr facility hire - up to £40 per week.
Attract new junior members	<ul style="list-style-type: none"> Establish links with Local Schools, Active Schools Coordinator & Local Sports Development Officer 	DD/MM/YY	Junior coach/ Assist. coach	1hr per week Coaching time, expenses for transport to schools/ golf club
Organise Competition Friendly/ League	<ul style="list-style-type: none"> Contact other local clubs and schools Identify suitable competition venue and dates available 	DD/MM/YY	Head Coach/ competition secretary	Transport expenses, facility hire, coaches time, chaperone
Develop a Junior 'Welcome Leaflet'	<ul style="list-style-type: none"> Identify transport needs and costs if required Identify person to produce leaflet Leaflet to include: <ul style="list-style-type: none"> - How to get there/map - Contact details of key personnel - How much it costs - Times and duration of sessions - Sports equipment needed & what to wear - Club's child protection statement 	DD/MM/YY	Junior Club Co-ordinator	

APPENDIX 2

MEMBERSHIP RECRUITMENT – ACTION PLAN

Target	Action	Responsibility	Timescale	Cost
Recruit 10 new junior members	<ul style="list-style-type: none"> • Improve and increase club promotion and marketing • Hold open event/ trials/ come & try coaching sessions/ festival/ friendly league. • Posters on club notice board. • Match report in local press. • Partnerships: Sports development/ local schools/ feeder clubs/ leisure centres 	Head Coach (jnr Squad)	dd/mm/yy	Printing £30.00
Recruit 5 - 10 male/ female senior members	<ul style="list-style-type: none"> • Improve club promotion/ marketing/ media attention • Directly ask members to recruit • Posters on club notice board • Partnerships: Sports development/ local schools/ feeder clubs/ leisure centres 	Club captain	dd/mm/yy	Printing £20.00

APPENDIX 3 COACHING CO-ORDINATOR ROLES & RESPONSIBILITIES

SAMPLE COACHING CO-ORDINATOR RESPONSIBILITIES

(INSERT NAME OF CLUB)

Name of Coaching Co-ordinator:.....

Responsible to: (NAME OF CLUB) Junior Convenor

Main Tasks:

- To recruit and manage coaches and other volunteers as necessary.
- To inform coaches on the aims of the coaching sessions and the purpose of each activity.
- To maintain high ethical standards in coaching and prepare all coaching sessions in advance.
- To work with other agencies, such as clubgolf, local schools and local authority golf development officer's to improve/sustain club membership.
- To review the activities of the junior golf development programme through feedback and evaluation on an annual basis in conjunction with (insert club's name) junior convenor and clubgolf.

SAMPLE VOLUNTEER COACH RESPONSIBILITIES

(INSERT NAME OF CLUB)

Name of Volunteer/coach:.....

Responsible to: (NAME OF CLUB) Coaching Co-ordinator

Main Tasks:

- To liaise with (clubs coaching co-ordinator and lead coach) in relation to the aims of the junior development programme.
- To organise a register for each coaching session.
- To develop and maintain high ethical standards in coaching and assist in the preparation of coaching sessions in advance.
- To be aware of the aims of the coaching sessions and the purpose of each activity.
- To ensure that you are aware of any special needs of the participants involved.
- To assist with the delivery of the (name of club) junior golf development programme.

APPENDIX 4

COACHES CODE OF CONDUCT

How should Golf Coaches behave?

The role of 'coach' means that you will be held in high esteem and may become an important role model for young people. With this status comes great responsibility. It is therefore important that all coaches conduct themselves in an appropriate manner, which is acceptable to all people involved. It is also important that all coaches operate according to good practice guidelines in order to protect both themselves and the young people they coach.

PGA Coaches Code of Conduct (Volunteer & Professionals)

Coaches play a vital role in the development of the game of golf and in the lives of the players they coach. Good coaches ensure positives experiences and youngsters are therefore more likely to continue in the game and achieve their full potential. The golf coach therefore carries tremendous responsibility. Coaches must be honest and fair, and also demonstrate integrity and competence.

The Code of Practice reflects best practice in coaching. All coaches holding a recognised golfing qualification are required to abide by this code

RIGHTS *(Respect and champion the right of every individual to participate in sport)*

GOLF COACHES DUTY TO

- Assist in the creation of an environment where every every individual has the opportunity to participate in golf.
- Create and maintain an environment free of fear and harassment
- Recognise the rights of all players to be treated as individuals
- Treat everyone with respect at all times.
- Not discriminate on the grounds of gender, race, colour, disability, sexuality, age, occupation, religion or political opinion
- Promote the concept of a balanced lifestyle, supporting the well-being of the athlete in sport and in life.

RELATIONSHIPS *(Coaches must develop relationships based on openness, honesty, mutual trust and respect)*

GOLF COACHES

- Must not engage in behavior that constitutes any form of abuse(physical, sexual, emotional, neglect, bullying)
- Must take action if they have concerns about the behavior of an adult towards a child or vulnerable person
- Must avoid sexual intimacy with players, either during or after the coaching relationship
- Must safeguard themselves and their club/organization against false accusation by ensuring good practice according the child protection policy
- Should promote the welfare and best interest of their players

RESPONSIBILITIES *(Personal Standards – coaches have the responsibility to demonstrate high standards of professional behavior and conduct all all times)*

GOLF COACHES

- Must be fair, honest and considerate to all players
- Should project an image of health, cleanliness and functional efficiency
- Need to be positive role models for players
- Must display high standards in terms of manner, punctuality, preparation, presentation and etiquette

RESPONSIBILITIES *(Professional Standards – coaches have the responsibility to maximize benefits and minimize risk to players. They must attain and monitor high levels of competitiveness through qualification and commit to continued professional development to ensure safe, fund and efficient practice)*

GOLF COACHES

- Must provide a safe environment for all players
- Provide a quality service
- Promote the benefits to society of participation in golf
- Help develop golf by exchanging knowledge and ideas with others
- Attend courses to develop their understanding and knowledge of coaching appropriate to the level at which they coach
- Plan all sessions to meet the needs of players which are progressive and appropriate
- Reflect and evaluate you own performance

APPENDIX 5

EXAMPLE COACHING SESSION PLAN (STAGE 1)

CHIPPING

Introduction: 10 Minutes

- 1 Check the roll.
- 2 Find out who has had some golf since the last chipping session and ask them how they went and how much they enjoyed it.
- 3 Ask them what it was they learned at the last session (aiming the club face and holding the club).
- 4 Have someone demonstrate (a volunteer if possible) the way to aim the club face using the "H" card, and then have someone demonstrate the correct hold of the club for chipping. Compliment the players and adjust any errors they may make, concluding with another complimentary remark.
- 5 Tell them that they will be doing chipping again today, and tell them that they will be firstly, learning a way of striking the ball with good contact and how to stand to the ball for chipping. Ask if anyone knows what this is called – (address or set-up)
- 6 Ask if anyone can recite the "rule of thumb" for playing around the green, look for putt when you can, look for chip when you can't putt and pitch only when you have to.

Warm Up: 15 Minutes

- 1 Have everyone go through the process, using their "H" cards, aiming the club and taking the correct hold. They can do these 4 or 5 times.
- 2 Now, they go to a station around the green and proceed to play chip shots for up to 10 minutes. Rotate the players so their chip shots are varied.
- 3 As coach, walk around the players providing advice on their aim and hold positions.

APPENDIX 6

EXAMPLE COACHING SESSION PLAN (STAGE 2)

FULL SWING

Session Objective:

To learn about timing in the golf swing

- Total session time: 60 minutes
- Introduction: 10 minutes
- Warm Up: 15 minutes
- Skill: 20 minutes
- Game: 10 Minutes
- Conclusion: 5 Minutes

Location:

- Practice area at course
- Spare or unused fairway at the course
- Driving Range
- Local Park

Equipment Required:

- Golf Balls: Minimum 20 golf balls per person
- Clubs: Each player needs two of either a 4, 5, 6, 7, or 8 iron appropriately sized

Other:

- Marker cones for safety
- Alignment aids such as other clubs, canes and straight edge timber pieces
- Coach to have a wide range of irons available
- "H" cards, enough for one for each player
- Ample stocks of golf tees

APPENDIX 7

JUNIOR GOLF PASSPORT



Your coach or group leader will tick each box as you complete each challenge

	GOLFERS'S CODE	PUTTING	SHORT GAME	LONG GAME	PLAYING
FIRSTCLUBGOLF	<ul style="list-style-type: none"> <input type="checkbox"/> Answer a safety question <input type="checkbox"/> Answer an etiquette question 	<ul style="list-style-type: none"> <input type="checkbox"/> Use a putter <input type="checkbox"/> Take part in a putting game 	<ul style="list-style-type: none"> <input type="checkbox"/> Use a chipping club <input type="checkbox"/> Take part in a chipping game 	<ul style="list-style-type: none"> <input type="checkbox"/> Swing with balance <input type="checkbox"/> Hit a ball at least 10 yards 	<ul style="list-style-type: none"> <input type="checkbox"/> Attend a series of sessions <input type="checkbox"/> Find the name of a local golf club
STAGE 1 (YEAR 1)	<ul style="list-style-type: none"> <input type="checkbox"/> Answer safety questions <input type="checkbox"/> Demonstrate knowledge of how to play a golf hole <input type="checkbox"/> Demonstrate knowledge of rules and etiquette relating to the green <input type="checkbox"/> Show an understanding of how to mark scorecard 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate set-up for putting <input type="checkbox"/> Hole 3/5 putts, a putters length from the 'hole' <input type="checkbox"/> Demonstrate distance control <input type="checkbox"/> Complete 3 putting holes in 7 shots or better 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate set-up for chipping <input type="checkbox"/> Hit 3/5 chip shots onto a 'green' <input type="checkbox"/> Demonstrate set-up for pitching <input type="checkbox"/> Hit 3/5 pitch shots onto a 'green' 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate correct hold of the club <input type="checkbox"/> Hit 3/5 shots in the air <input type="checkbox"/> Demonstrate correct stance and posture for the swing <input type="checkbox"/> Hit 3/5 shots 30+ yards in the air onto a 'fairway' 	<ul style="list-style-type: none"> <input type="checkbox"/> Play a par-3 hole <input type="checkbox"/> Play a par-3 hole in 7 shots or better <input type="checkbox"/> Play 3 par-3 holes <input type="checkbox"/> Play 3 par-3 holes in 18 shots or better
STAGE 1 (YEAR 2)	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate knowledge of rules relating to hazards <input type="checkbox"/> Take part in a rules and etiquette quiz <input type="checkbox"/> Show an understanding of different playing and scoring formats <input type="checkbox"/> Demonstrate knowledge of preparation for a round of golf <input type="checkbox"/> Understand how to obtain a golf handicap <input type="checkbox"/> Pass a Rules of Golf test 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a putting routine <input type="checkbox"/> Complete 9 putting holes in 20 or better <input type="checkbox"/> Hole 5/5 putts a putters length from the hole <input type="checkbox"/> Complete 9 putting holes in 18 shots or better <input type="checkbox"/> Hole 3/5 putts two putters lengths from the hole <input type="checkbox"/> Complete 18 putting holes in 36 shots or better 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate set-up for green side bunker shots <input type="checkbox"/> 3/5 greenside bunker shots onto a green <input type="checkbox"/> 3/5 chip shots within a flag length of the hole <input type="checkbox"/> 3/5 pitch shots over a 'hazard' to finish within 2 flag lengths of the hole <input type="checkbox"/> 3/5 greenside bunker shots to finish within 2 flag lengths of the hole <input type="checkbox"/> 5 short shots (chip /pitch/green side bunker) from different positions, 2/5 shots followed by a single putt 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a pre-shot routine for the swing <input type="checkbox"/> Hit 3/5 shots 60+ yards onto a 'fairway' <input type="checkbox"/> 3/5 tee shots on to a fairway min. shot distance 80 yards <input type="checkbox"/> 3/5 fairway shots onto a green min. distance 50 yards <input type="checkbox"/> 3/5 tee shots on to a fairway min. shot distance 100 yards <input type="checkbox"/> 3/5 fairway shots onto a green min. distance 75 yards 	<ul style="list-style-type: none"> <input type="checkbox"/> Play 9 par-3, or 5 full course holes in 45 shots or better <input type="checkbox"/> Play 9 par-3, or 5 full course holes in 40 shots or better <input type="checkbox"/> Play 9 full course holes in 70 shots or better <input type="checkbox"/> Play 9 full course holes in 65 shots or better <input type="checkbox"/> Play 9 full course holes in 60 shots or better <input type="checkbox"/> Play 18 full course holes 110 shots or better

APPENDIX 8 PLAYER PROFILE



PLAYER INFORMATION

NAME: AGE: DATE OF BIRTH:

ADDRESS:

.....

.....

..... POST CODE:

EMAIL ADDRESS:

TELEPHONE NO: MOBILE:

EXISTING CLUB INFORMATION:

NAME OF GOLF CLUB:

ADDRESS..... POST CODE:

.....

.....

HANDICAP: LEFT OR RIGHT HANDED:.....

PLAYING HISTORY:

NUMBER OF YEARS PLAYING GOLF?

WHAT LEVEL DO YOU THINK YOU ARE AT (PLEASE TICK): BEGINNER IMPROVER INTERMEDIATE ELITE

ARE YOU A MEMBER OF ANY OTHER CLUB/S? YES NO

IF SO WHAT ARE THEIR NAMES:.....

.....

HANDICAP AT THAT CLUB (IF APPLICABLE):.....

COACHING HISTORY:

HAVE YOU EVER BEEN COACHED BEFORE? YES NO

WHAT ARE THEIR NAMES AND QUALIFICATION STATUS (EG PGA PRO / LEVEL 1):

.....

.....

.....

APPENDIX 9

COACHING HELPER

COACHING HELPER ROLES & RESPONSIBILITIES

(INSERT NAME OF CLUB)

Name of Coaching Co-ordinator:.....

Responsible to: (NAME OF CLUB) Licensed Level 1 Coach

Main Tasks:

- Under the direction of the licensed Level 1 coach, work with a small group of participants to help them achieve the aims of the session, whether it be practising skills or playing a game
- Ensure that you are briefed about any special needs of the participants involved i.e. levels of fitness, medical conditions or disabilities (physical, learning or sensory)
- Assist the Level 1 coach to organise and supervise participants at the beginning and end of the session and during breaks
- Assist the Level 1 coach to keep a register of those attending, along with details of any particular needs they have and emergency contact numbers
- Liaise with the Level 1 coach to ensure that the playing area is safe to use. If there are any hazards which cannot be overcome, point these out to the participants before you start the session
- Abide by the Code of Ethics & Conduct and adhere to all club policies; child protection, fair play and equal opportunities to all members
- Assist the Level 1 coach to ensure that the equipment is correct and is kept in good working order
- Be aware of and follow the procedures for recording accidents
- Be aware of the club's Health & Safety policy and Emergency Procedures and take responsibility for their own Health & Safety
- Liaise with the PGA Level 1 coach to ensure that there is an accessible, well-stocked first aid kit at the venue and a telephone nearby.

APPENDIX 10.1

FLAG COMPETITION FORMAT/RULES

FLAG COMPETITION FORMAT

- 1 The competition will be Flag Competition.
- 2 There will be a boys' section and a girls' section.
- 3 Each competitor will be given 36 shots only, and will place their flag where their final shot comes to rest. The winner in each category shall be the competitor whose ball is in, or is nearest, the hole after his or her 36th stroke. Should the resting position of the player's 36th shot be indeterminable the flag will be placed at the point where the ball was last struck.
- 4 The tournament will be played in accordance with the Rules of Golf as approved by R&A Rules Limited, additional Flag Golf rules as follows and in accordance with the Local Rules of the golf course.
- 5 No caddies.
- 6 No advice may be given by parents on the course. Breach of this rule will result in the competitor being penalised by adding on 2 strokes in the first instance and a subsequent breach will result in the competitor being disqualified.
- 7 All competitors will play from the same tees.
- 8 Not more than 10 strokes in total may be taken at any hole, including a maximum of 4 putts on any green. If a competitor reaches the maximum number of strokes or putts for that hole they will record their score and progress to the next hole. The competitor can continue to play providing they have not exceeded their 36 shots.
- 9 After two failed attempts to play from a bunker, a competitor may drop his or her ball at the side of the bunker for no penalty, but only the two failed strokes will count.
- 10 Flags of other competitors that interfere with play may be marked, removed and replaced by the supervisor.
- 11 On the completion of each hole, supervisors should agree the score with each of the other supervisors and players and record it on the score card.
- 12 The organising committee reserves the right to amend the conditions and the decision of the committee will be final, in all matters.


APPENDIX 10.2

FLAG COMPETITION EXAMPLE START/RESULT SHEET

Supervisors	Game No.	Competitor No.	Competitor Name	Age Group	Finished Hole No.	Remarks/Notes
John Smith	1	1	Lee Westwood	(b) 11 - 12 yrs	10	In hole
		2	Colin Montgomerie	(b) 11 - 12 yrs	9	30yds from green LHS
		3	Ian Poulter	(b) 11 - 12 yrs	8	On green - 1ft from hole
	2	4	Paul Casey	(b) 11 - 12 yrs	10	6" from hole
		5	Tiger Woods	(b) 11 - 12 yrs	8	3yds off green RHS
		6	Andrew Coltart	(b) 11 - 12 yrs	7	In Hole
	3	7	Laura Davies	(g) 11 - 12 yrs		
		8	Karen Stuples	(g) 11 - 12 yrs		
		9	Castriona Matthew	(g) 11 - 12 yrs		
	4	10		(g) 11 - 12 yrs		
		11		(g) 11 - 12 yrs		
		12		(g) 11 - 12 yrs		
	5	13		(b) 9 - 10 yrs		
		14		(b) 9 - 10 yrs		
		15		(b) 9 - 10 yrs		

APPENDIX 10.3 FLAG COMPETITION SCORE CARD

For use with more advanced players



SCORE CARD

COMPETITORS NAME:.....

AGE:.....

MARKERS NAME:.....

AGE:.....

Hole	Shot (mark box when taken)										Total no. shots for hole
	1	2	3	4	5	6	7	8	9	10	
1	1	2	3	4	5	6	7	8	9	10	
2	1	2	3	4	5	6	7	8	9	10	
3	1	2	3	4	5	6	7	8	9	10	
4	1	2	3	4	5	6	7	8	9	10	
5	1	2	3	4	5	6	7	8	9	10	
6	1	2	3	4	5	6	7	8	9	10	
7	1	2	3	4	5	6	7	8	9	10	
8	1	2	3	4	5	6	7	8	9	10	
9	1	2	3	4	5	6	7	8	9	10	


I finished at the ? hole 10ft from the pin

SIGNATURE MARKER:.....

APPENDIX 10.4

SCORE CARD FOR SUPERVISORS

For use with beginners



SCORECARD

JUNIOR/NOVICE GOLF OPEN

COURSE: HODDOM CASTLE GOLF COURSE

DATE: 25TH SEPTEMBER 2010

SUPERVISOR:

COMPETITOR	HOLE & NUMBER OF SHOTS TAKEN									REMARKS/FINISH POSITION IN YARDS AND INCHES FROM HOLE	
	1	2	3	4	5	6	7	8	9		
NAME:..... AGE:..... NUMBER:.....											

COMMENTS:

CLUBGOLF CONTACTS

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