

A

Introduction

Welcome to this new resource for 'Junior Golf in Wales'.
This cd-rom contains much to help those involved with the organisation and development of the junior golfer and I commend it to you as a source of information and 'best practice'.

The future of this great game rests with the young golfers of today and the VITAL role the Golf Clubs of Wales play in nurturing those young people both as individuals and as golfers.

Within Golf Clubs, the Junior Organiser is fundamental to that process and I urge all Clubs in Wales to ensure they have an effective Junior Committee and to give support and recognition to their Junior Organiser.

Since being awarded the right to stage the Ryder Cup at the Celtic Manor Resort in 2010, the eyes of the golfing world have been on Wales. Following that successful bid, Golf Development Wales was set up with a remit to produce more and better golfers across Wales. Much has already been done by the Golf Development Wales team, introducing many young children to the game of golf.

To continue that work we need the Clubs of Wales to have vibrant and successful junior sections; for the many volunteers and professional coaches within those clubs to be recognised and adequately trained; for the junior golfers to be well coached in the etiquette, rules and techniques of the game and for parents to recognise the key role they also play in the support and development of the young golfer.

Golf Development Wales is a working, successful partnership between the Golf Union of Wales, the Sports Council for Wales and the Golf Foundation and that partnership is now appealing for your support.

Golf is a 'game for life' – is open and available to all and can certainly contribute to the development of an active, healthy and successful Nation.

So, please use this Resource, make it available and accessible to the members of your clubs and let's make Wales an even stronger golfing Nation – and who knows how many Welsh players we may then have in future Ryder Cup and Solheim Cup Teams!

Andrew B. Morgan
Chairman, Golf Development Wales
President European Golf Association (2005–2007)

A1

Information on GDW & GUW



Golf Development Wales was established, at the behest of the golf unions in Wales, on the back of Wales' successful 2010 Ryder Cup bid.

It was directed to improve competitive standards of golf throughout the country and to encourage more people, especially women and children, to take up the game.

This is the first time that any country has tried to use the Ryder Cup as a catalyst to increase participation and improve competitive standards in golf.

Consequently, the sport is now being introduced to thousands of schoolchildren throughout Wales via initiatives such as the Sports Council for Wales' Dragon Sport and 5x60 schemes.

Golf Development Wales is also working very closely with Welsh golf clubs to help train volunteers to work with PGA professionals in organising safe and fun golf sessions aimed specifically at junior and female players.

Golf Development Wales is a Company limited by guarantee with the Golf Union of Wales as its sole shareholder – it is a strategic partnership between the Golf Union of Wales, the Golf Foundation and the Sports Council for Wales. It is also supported by Ryder Cup Wales 2010 Ltd and The Professional Golfers' Association.

The Golf Union of Wales is the governing body for the amateur game in Wales and was formed following the historic merger in January 2007 of the Welsh Golfing Union and Welsh Ladies Golf Union.

A2

GDW – Schemes & Initiatives

Golf Development Wales (GDW) has the express aim of generating more golfers and to help improve the standard of international performances.

GDW has two full-time development officers whose role is to develop and implement the current Four national programmes in pursuit of these objectives:

1. Grass-Roots programmes

- *Dragon Sport Tri-Golf*
- *Golf Xtreme and 5x60*
- *Dragon Golf Starter Centres*
- *The Junior Golf Passport*

2. Golf Club Liaison

- *Junior Club Accreditation ('Junior GolfCert')*
- *Women & Girls Start Golfing Schemes*
- *Funding*
- *Child Welfare*

3. Coach & Volunteer Education

4. Player Development Programme (via GUW)

1. Grass-Roots programmes

Dragon Sport Tri-Golf

Tri-Golf is an adapted form of golf equipment, designed by the Golf Foundation, to introduce primary school aged children to golf in a fun and safe way. The equipment can be used indoors and outdoors where the emphasis is on having fun and playing games rather than technique (see website www.golfdevelopmentwales.org for more details on the equipment).

In May 2006, Tri-Golf became one of the Sports Council for Wales' 7 Dragon Sports and is now known as Dragon Sport Tri-Golf. This is promoted by the local authority Dragon Sports Coordinators. For those interested in running a 6 week Dragon Sport Tri-Golf club, at the club or a school/community facility, a free bag and training is available. For more information, or if you are interested in becoming a Dragon Sport Tri-Golf Volunteer, visit the Dragon Sports Website on www.dragon-sport.co.uk or call SCW on 08450450902.

Golf Xtreme and 5x60

Exciting new golf equipment for Secondary schools, leisure centres and other community facilities. Golf Xtreme is an activity for children of

secondary school age and is also ideal for those not catered for by traditional team sports. The adapted equipment is safe, using short flight, light golf balls and games which are easy to deliver and fun. Together with the games and activities it is ideal for use in a school hall, leisure facility, all-weather area or sports field.

Training on how to best use this equipment is available specifically for teachers or PGA professionals in a 3 hour workshop. Golf Development Wales is promoting secondary school golf using this equipment via the Welsh Assembly Government 5x60 scheme. kit costs in the region of £299+VAT and can be purchased direct from [Davies Sports](http://DaviesSports.co.uk) on 0845 1204 515 or via www.daviesports.co.uk. See Section (C4) – *Financing the Junior* for ideas on how to raise funds to pay for such equipment e.g. Community Chest.

Dragon Golf Starter Centres

These are golf facilities or organisations that actively promote golf to young people. They provide structured coaching sessions to children at little or no cost as they receive funding to subsidise 25 hours of beginner group coaching for children. These facilities have links with schools and community clubs that may run

Dragon Sport Tri-Golf and Golf Xtreme activity and provide opportunities for these children to progress. The facilities are listed on the GDW website www.golfdevelopmentwales.org.

The Junior Golf Passport

This is a structured incentive programme designed to help young people learn about playing golf. It encourages and motivates beginners through the achievement of attainment targets, and individuals receive a certificate after each level achieved. To order Passports and Certificates call the Golf Foundation on 01992 449830.

Golf Development Wales has also developed a Wall Progress Chart to complement this resource. Call the GDW office on 01633 436049 to obtain your free Wall Chart.

2. Golf Club Liaison

GDW Girls Start Golfing Scheme

GDW will fund a course of 6 lessons for a group of potential girl members at a golf club/leisure centre/school, delivered by a PGA Professional.

A further 6 lessons may be authorised for those girls showing particular aptitude and interest.

GDW Girls Keep Golfing Scheme

GDW is also now administering the old WLGU girls continuation lessons scheme for junior girl members. [Contact GDW on 01633 436040](mailto:01633 436040) for further details.

GDW Womens Start Golfing Scheme

Golf clubs run a taster day/session for Women and Girls to give them a free taste of golf. On completion of the taster day the Women and Girls are offered a course of 6 lessons subsidised by Golf Development Wales. The clubs also run additional lessons and a trial membership.

The aim is to increase female membership and to give Woman and Girls an opportunity to try and take up golf. Check the website for a list of participating clubs www.golfdevelopmentwales.org.

If your club is interested in signing up for a scheme, contact us at the details below.

Grants

For further information on grants available for golf clubs or schools, etc. to set up golf development projects please contact Golf Development Wales, or [See section \(C4\) on the cd-rom – Financing the Junior](#).

Some examples include:

- Dragon Golf Starter Centre Scheme – Funding for 25 hours of beginner group coaching.
- Community Chest – up to £1000 of funding from you Local Authority to deliver development projects.
- Sportsmatch – any sponsorship over £300 could be doubled by this Welsh Assembly Government scheme, administered by the [Sports Council for Wales contact 0845 0450902](#).

3. Coach & Volunteer Education

Tri-Golf Activators Workshop

A 2 hour workshop on how to organise safe and effective Dragon Sport Tri-Golf Games.

Junior Leader Workshop

A 6 hour workshop that shows individuals how to introduce real golf to children in a fun and safe way, through using games

and adapted schemes and equipment.

Safeguarding and Protecting Children

A 3 hour workshop designed to be of use to volunteers and coaches involved in delivering junior golf. The workshop helps to educate and remove the 'scare' factor felt by some when confronted with the topic of child and adult welfare. (NB. PGA pros = 25 cpd points).

PGA Level 1 & 2 Coaching Awards

(Look at section E – Coach/Volunteer Education of the cd-rom or see PGA website www.pga.org.uk. Alternatively, call the Manager, Golf Coach Education at the [GUW on 01633 436048](mailto:GUW) or the [PGA directly on 01675 470333](mailto:PGA)

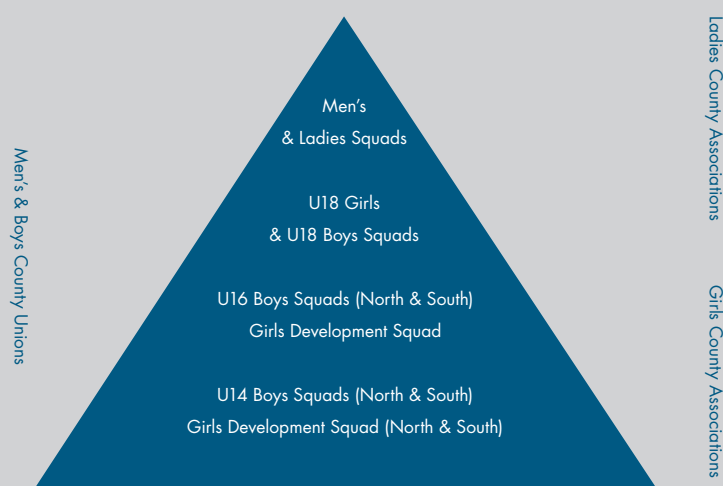
4. Player Development Programme (via GUW)

The Golf Union of Wales, in conjunction with the various County Golf Unions and Associations across Wales, provide a pathway for talented players to achieve their potential.

Currently the lower age group squads are selected via nominations from Counties to attend assessment days across Wales.

The complete pathway is represented schematically below (Fig.1).

Fig. 1 – Player Pathway



A3

Role of Golf Development Wales & GDW Officers

In January 2002, the then WGU and WLGU, together with the Sports Council for Wales (SCW) and The Golf Foundation established Golf Development Wales (GDW) with the express aim of generating more junior golfers and to help improve the standard of International performances.

GDW has two full-time development officers whose role it is to develop and implement the current Four National Programmes in pursuit of these objectives.

The programmes are designed around the premise that as you develop the golfing skills of the person, you not only develop the sport but also the individual's life-skills:

1. Grass-Roots programme

- Dragon Sport Tri-Golf
- 5x60 Golf Xtreme
- Dragon Golf Starter Centres
- Junior Golf Passport

2. Golf Club Liaison

- Junior Club Accreditation ('Junior GolfCert')
- Girls & Women Start Golfing Schemes
- Funding
- Child Welfare

3. Coach & Volunteer Education

- Junior Leader Workshop
- PGA Level 1 & 2
- Safeguarding & Protecting Children

4. Player Development Programme (via GUW)

Contact Details

South Wales Officer
(Covers S East, South & West Wales plus S Powys)

t: 01633 436049 or 07968 453880

South Wales Development Officer
GUW Offices
Catsash Road
Newport
NP18 1JQ

e: hannah.james@golfunionwales.org

North Wales Officer
(Covering N East, N West, N Powys & Ceredigion)

t: 07968 453870

North Wales Development Officer
Conwy County Council
Leisure Services
Government Buildings
Dinerth Road, Rhos-on-Sea
e: dilwyn.griffiths@golfunionwales.org

Other Contact Details

Golf Union of Wales
t: 01633 436040 or
f: 01633 430843

Golfing Union of Wales
GUW Offices
Catsash Road
Newport
NP18 1JQ
e: office@golfunionwales.org

County Golf Unions/Associations
For up-to-date details, please see
www.golfdevelopmentwales.org or
www.golfunionwales.org



B

Junior Club Accreditation (*'Junior GolfCert'*)

What is it?

'D3 – Develop the Golfer, Develop the Person, Develop the Sport'
– *Golf Development Wales*

'Almost three fifths of young people belong to a sports club outside school and it is therefore important that these sports clubs serve young people well' – *Sports Council*

Golf has a very large role to play in the sporting community throughout Wales and the sports traditions and standards help to develop young people both as individuals and golfers.

The Junior Club Accreditation Scheme (*'Junior GolfCert'*) has been introduced by the Golf Union of Wales (via Golf Development Wales) to:

- Ensure that consistent good practice is delivered through all golf club development.
- Ensure accredited clubs are identified and recognised by a national scheme for the good work they do for the sport and in their communities.
- Give confidence to any grant awarding bodies during any such applications.
- Highlight such clubs as exemplars to others in Wales and to provide a focus for the sharing of good practice in terms of working with children and young people.

The five key areas within the golf club which are assessed are:

1. Junior Club Structure
2. Recruitment & Coaching
3. Playing & Competition
4. Coach & Volunteer Education
5. Child/Adult Welfare

These five areas are each assessed against a set number of criteria, a certain number of which are required for the club to achieve The Standard Award. A Higher Award is also available for those clubs achieving a greater number the criteria.

The Benefits

'D3 – Develop the Golfer, Develop the Person, Develop the Sport'
– *Golf Development Wales*

Benefits for Golf Clubs

- Recognition within the local community for the club's commitment to junior golf.
- Promotion via the GUW/GDW websites.
- Assistance and input from a GDW Development Officer.
- A focused plan for the development of the junior section.
- Opportunity to review and improve policies and procedures.
- Well coached, committed and educated juniors who will probably become adult members of the future.
- A safer and more enjoyable environment for junior golf to flourish.

- Greater understanding about junior activities within the club by adult members.
- Support and guidance from a GDW Development Officer through finding workshops, sharing best practice, reviewing current policies and procedures, writing child welfare documentation and much, much more.

Benefits for Golfers

- A structured environment in which to develop as a player and a person.
- A fun, enjoyable, welcoming environment.
- Access to appropriate levels of coaching and competition.
- To be part of a game that will teach them respect, social and life skills, discipline, honesty, integrity, motivation and much more.
- Creating a structured pathway into adult membership.

Benefits for Parents

- Junior-friendly clubs can be easily identified, assisting parents, especially those who do not play golf.
- Reassurance that the needs of children have been thoroughly considered and addressed.
- A safe and organised environment for their children.

B1

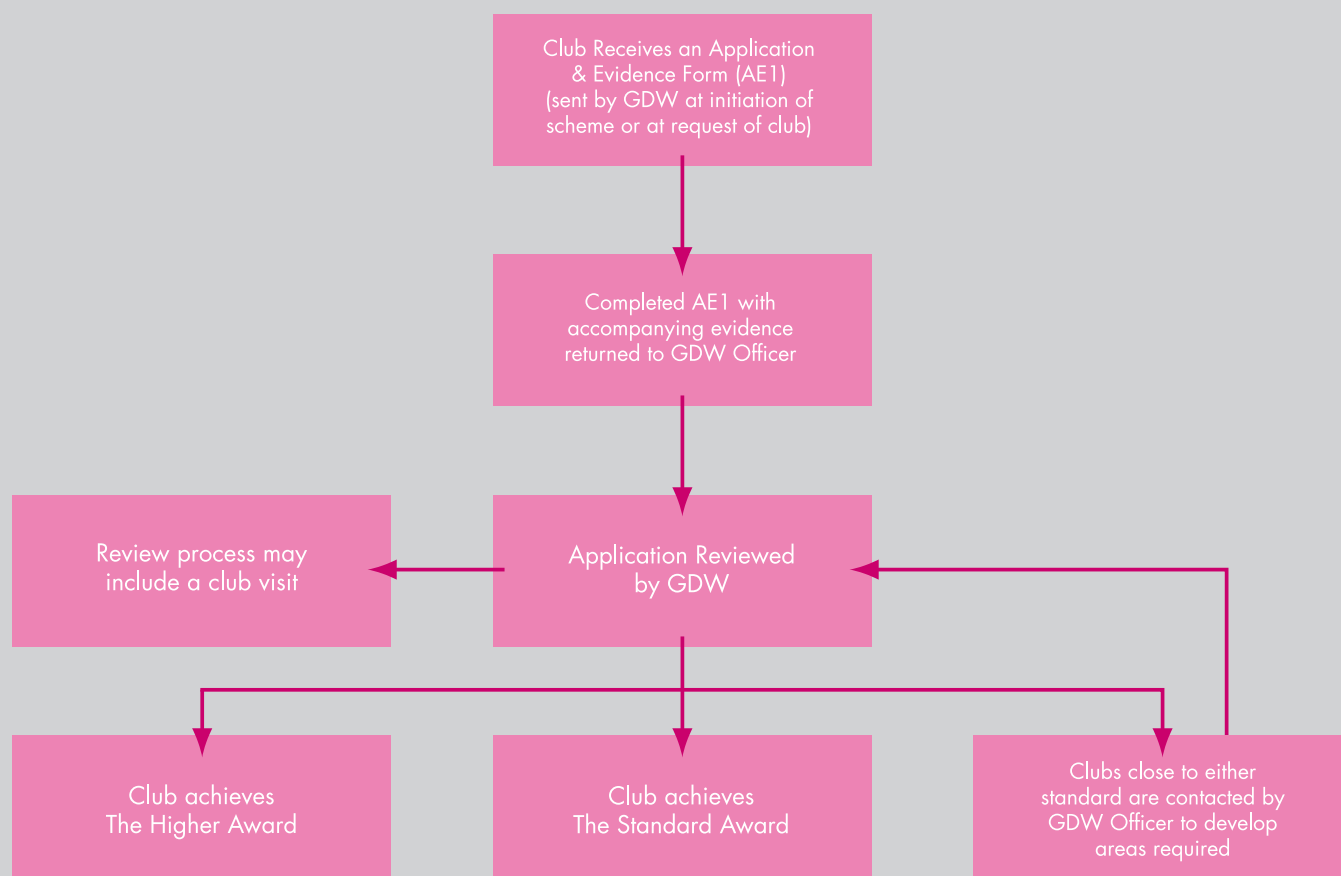
Junior Club Accreditation (*'Junior GolfCert'*)

Application Procedure

The process of applying for Junior Club Accreditation (*'Junior GolfCert'*) has been kept as simple as possible.

No one wants to over-burden golf clubs with unnecessary bureaucracy; however, some evidence in support of certain sections of the application will be required.

Fig. 2 – Process of Application & Review



B2

Junior Club Accreditation (*'Junior GolfCert'*)

Frequently Asked Questions

1. What is Junior Club Accreditation (*'Junior GolfCert'*)?
 2. How will achieving Accreditation benefit our golf club?
 3. How will anyone know that our golf club has been awarded Accreditation?
 4. How does our golf club apply for Accreditation?
 5. Who conducts the Accreditation assessment?
 6. If required, who would need to attend any club visit from GDW?
 7. What information may we need to provide at any club visit from GDW?
 8. How long does the Accreditation Award last?
 9. What if our golf club does not achieve Accreditation?
-
- A1. A national scheme identifying and recognising junior and beginner friendly golf facilities. There are two levels of Award, The Standard Award and The Higher Award. As part of the Accreditation Award, once a golf club is awarded either level they will also be recognised by the Sports Council for Wales as an Junior Accredited Club.
 - A2. Golf clubs who take part in the Accreditation process are demonstrating their commitment to developing junior and beginner golf as well as aspiring to reach a national standard for quality sports clubs. **See Section (B)** for a full list of the benefits.
 - A3. The GUW/GDW will provide your golf club with a certificate/plaque to display and also the logo to use on your website, letterhead etc. Press releases are also sent out to local newspapers detailing the Award and a list of clubs will be put on the GDW website.
 - A4. Golf clubs can register for Accreditation online by clicking on 'Apply' from the Golf Development Wales website or via post or e-mail office@golfunionwales.org Once registered, your golf club will need to complete the self-assessment. For full details of the Accreditation procedure. **See Section (B1)**
 - A5. GDW will allocate a Development Officer to your application and will conduct the assessment and any necessary meetings and will also be your initial contact regarding Accreditation to provide guidance before and after the assessment. **See Section (A3)** for details of the GDW Development Officers.
 - A6. To ensure all areas of the golf club are represented at any necessary meeting, the Club Secretary, Professional, Junior Organiser, Club Captain(s) and a representative from the ladies' section should all be present (if possible). To discuss this further please contact your GDW Development Officer.
 - A7. By looking through the 'Accreditation & Evidence' form (AE1) **section B1a** your golf club will be able to see what areas are to be assessed and which of those areas may require some submission of evidence. If you have any queries relating to any of the information/evidence you can contact your Development Officer. **See Section (A3)** for details of the GDW Development Officers.
 - A8. The Accreditation Award lasts for 2 years. After this time your golf club will be re-assessed on all areas of the Award by a Development Officer.
 - A9. If your golf club is not at the required standard to achieve the Accreditation, the Development Officer for your area will help your golf club work towards achieving Accreditation by addressing the areas that require attention.

Club Accreditation – Application & Evidence form

AE1

Please tick all of the boxes that apply to the golf club, noting any evidence requirements stated: Black denotes The Standard criteria & Red the Higher Standard.

The code to the right of each question identifies the section on the Junior Golf Cd-Rom which contains relevant information

Club Name: _____

Contact Details for this application: _____

1. Junior Club Structure

- ☐ a) Do you have a Junior Organiser(s)? **Cd-Rom B1**
(Please complete evidence sheet)
- ☐ b) Do you have a junior committee or is the Junior Organiser a member of the main management committee? **B2**
- ☐ c) Are junior subscriptions no more than 20% of the adult annual fee? **B6**
(please provide a list of rates on the evidence sheet)
- ☐ d) Do you ensure the junior section has finance to enable low cost junior coaching, day trips etc. **B4**
(Please detail on evidence sheet)
- ☐ e) Does a member of the main management committee sit on the junior committee? **B2**
(Please detail on evidence sheet)
- ☐ f) Does a junior player(s) sit on the junior committee (or on the main management committee)? **B2**
- Y / N** g) Is there a joining fee for juniors? (Yes/No, delete as appropriate) **B6**
- ☐ h) Are Young Adult subscriptions incremental / graded? **B6**
(please provide a list of rates on the evidence sheet)
- ☐ i) Have you made any applications for additional funding via grant schemes or sponsorship, etc? **B4**
(Please detail on evidence sheet)

☐ Any other comments : _____

2. Junior Recruitment, Coaching & Retention

- ☐ a) Do you actively promote the junior section (or golf generally) by creating links to the schools/community &/or provide taster sessions at the school or club? **Cd-Rom C1 & 2**
(please complete evidence sheet)
- Y / N** b) Is your junior section full? (Yes / No, please delete as appropriate)
☐ If Y(es), do you annually review the number of ACTIVE junior members and adjust the number of vacancies accordingly?
- ☐ c) Is there a sensible approach to dress codes for beginners & new members? **B7**
Clubs should initially relax any code & gradually introduce it to beginners
- ☐ d) Do you run structured sessions for non- members and/ or beginners? **C4**
(please complete evidence sheet)
- ☐ e) Do you provide beginners with suitable equipment? **B8**
- ☐ f) Is there a structured coaching programme for junior members of all abilities? **C4**
(please complete evidence sheet)
- ☐ g) Do you run, or have you a link with, a dragon sport club? **B3 / C2**
(please complete evidence sheet)
- ☐ h) Does the Club Professional provide some free junior coaching sessions? **B8**
- ☐ i) Do you organise a calendar of social events for juniors? **C6**
- ☐ j) Do you organise suitable coaching for juniors in the winter months? **C6**
- ☐ k) Is any cost of junior group coaching less than £4 per head/hr? **B6**

Actual Cost _____

Girls Golf

- ☐ l) Do you run 'girl only' sessions to encourage more girls into the game? **C7**
(please complete evidence sheet)
- ☐ m) Are girl members encouraged to participate in ladies & junior competitions? **C7**
- ☐ n) Do you work with other clubs to encourage all girl members to play with & against each other in friendly competitions and perhaps coaching? **C7**
(please complete evidence sheet)
- ☐ o) Do you have a minimum of 10 girl members? **C7**
(GUW affiliation figures)

3. Playing & Competition

- ☐ a) Do you make junior golfers feel welcome within the club & integrate them as far as possible, into the main body of the club?
- ☐ b) Are regular junior competitions organised?
(please provide a list of competitions with the evidence sheet)
- ☐ c) Are playing restrictions for juniors kept to a minimum?
(please complete evidence sheet)
- ☐ d) Do you run a junior handicap scheme?
- ☐ e) Are you linked with the junior county programme & are players fed (where possible), into any county coaching scheme?
(please complete evidence sheet)
- Y / N** f) Do you have an age restriction on membership?
- Ideally any restrictions should be based on ability
(please complete evidence sheet)
- ☐ g) Do you run fun competitions for non-handicap junior golfers?
- ☐ h) Do you work with any local disability groups or other agencies with regard to minority groups? *(please complete evidence sheet)*
- ☐ i) Are juniors allowed to enter adult competitions with the same restrictions as adult members?
- ☐ j) Do you try to improve the relationship between the adult & junior members e.g. organising adult / junior competitions?
(please complete evidence sheet)

Signatures:

Secretary: _____

Jnr Organiser: _____

Captain(s): _____

4. Coach / Volunteer Education & Development

- ☐ a) Do you encourage parents to take an active role within the junior section e.g. helping with comps/ fun days/ registration, etc.
(please attach any details with the evidence sheet)
- ☐ b) Have you established recruitment procedures for coaches & volunteers as identified in the Junior Golf CD Rom?
(please attach details with evidence sheet)
- ☐ c) Has at least 1 person from the club gone on any GDW workshops to develop their skills?
(please attach details with evidence sheet)
- ☐ d) Has the Club Professional or Assistant Professional attended a GDW or PGA workshops to develop their skills
(please attach details with evidence sheet)
- ☐ e) Do you give incentives to junior organisers i.e free/reduced membership, free lessons, dedicated car park space, etc.
(please attach details with evidence sheet)

5. Good Practice & Child / Adult Welfare

- ☐ a) Do you have a Child Protection policy based on the 'Children in Golf' Resource Pack?
(please attach details with evidence sheet)
- This policy should:
- ☐ b) Ensure that at least 1 club representative attends the "Safeguarding & Protecting Children" workshop
(please complete evidence sheet)
- ☐ c) Ensure that all volunteers in regular contact with children are CRB checked & that they provide suitable references
(please complete evidence sheet)
- ☐ d) Ensure the club has Codes of conduct for juniors, volunteers & staff
(please complete evidence sheet)
- ☐ e) Ensure that someone within the club is First Aid qualified & has access to a first aid kit
- ☐ f) Does the club have a Child Welfare Officer (CWO)?
(please complete evidence sheet)
- ☐ g) Has the CWO attended an NSPCC "Time To Listen" training course?
- ☐ h) Is a representative from, or involved with, the Junior Section First Aid qualified with access to a first aid kit

Cd-Rom
B7

D1

D2

B6

D1

D3

D1

Cd-Rom
E1

E1

E1

E1 / E2

E3

F3

F1

F1

F4

F1

F2

F1

F1

Club Accreditation – Evidence Sheet

1. Junior Club Structure

a) Please list the name & contact details of the club's Junior Organiser:-

c) & h) Please attach or list below your junior & young adult membership subscription rates:-

d) Please attach details of external fund raising initiatives for junior section:-

e) Please name member of management that sits on the junior committee:-

2. Junior Recruitment, Coaching & Retention

a) Please list the schools/community facilities linked with & relevant details:-

c) Please attach or detail below any club dress code for juniors / beginners:-

d) Please attach details or explain the structured coaching sessions on offer:- ??

g) Please list name & details of the Dragon Sport Co-ordinator with whom you deal:-

l) Please attach or detail below the girls only sessions that you run:-

n) Please attach or detail below how you work with other clubs re- girls golf:-

3. Playing and Competition

b) Please provide a list of junior competitions that you run:-

c) Please detail any junior playing restrictions that you may impose:-

d) Please detail any junior handicap scheme that you run:-

e) Please explain how you link with any junior county schemes:-

4. Coach / Volunteer Education & Development

a) How do you encourage the involvement of parents:-

b) Please detail any recruitment procedures implemented:-

c) & d) Please detail name of person & type / date of course attended:-

e) Please detail any incentives given:-

5. Good Practice & Child / Adult Welfare

a) Please attach the Clubs Child Protection Policy:-

f) Please list name & contact details of CWO:-

C

Junior Club Structure

The junior section plays an important role in the future of the golf club, particularly as the age profile of golf club membership is ever-increasing.

Juniors are likely to become the future adult members of the club and they also bring with them additional potential members, such as friends and family members. Juniors may also bring a pride and kudos to the club if they go on to represent their county and country.

The club also plays an important role in a junior's life by encouraging the development of life skills such as discipline, integrity, dedication, honesty, team work, commitment and many more. 'Develop the Golfer and you Develop the Person which Develops the Sport'.

Juniors may also go on to use golf within their career, or even follow an educational route or career-path in golf (see resources section for information on this).

In operating a successful Junior Section and, therefore, a strong golf club, it is recommended that:

- The junior section should operate as one, without the division of boys and girls. All juniors should be integrated to provide the opportunity for friendship, personal development and enjoyment.
- Juniors should be treated in an equitable manner. As a general principle the GUV would wish to see clubs imposing the minimum of restrictions upon its junior members and the maximum integration of its junior members in the routine activities and competitions of the club.
- The club recruits a dedicated and enthusiastic junior organiser, with a team of helpers. The club could offer these people incentives as a reward for their time and effort.
[See section \(C1\) on the cd-rom – The Junior Organiser](#)
- A junior committee should be formed to provide support to the junior organiser.
[See Section \(C2\) on the cd-rom – The Junior Committee](#)
- A development plan is written to provide continuity, structure and focus.
[See Section \(C3\) on the cd-rom – Junior Development Plan](#)
- The junior section is adequately financed through both internal and external funding sources.
[See Section \(C4\) on the cd-rom – Financing the Junior Section](#)

- Potential barriers to membership are lifted (where possible) and a variety of membership packages are available.
[See Section \(C5\) on the cd-rom – Junior Membership](#)
- New juniors are welcomed into the club and are given all (necessary) information upon joining.
[See Section \(C6\) on the cd-rom – Juniors in the Club](#)
- The club should offer a probationary period for all members allowing both the club and the new member to feel comfortable prior to commitment.

The rest of the documents in this section expand on the above points and give direction and ideas for clubs to consider.

C1

The role of the Junior Organiser

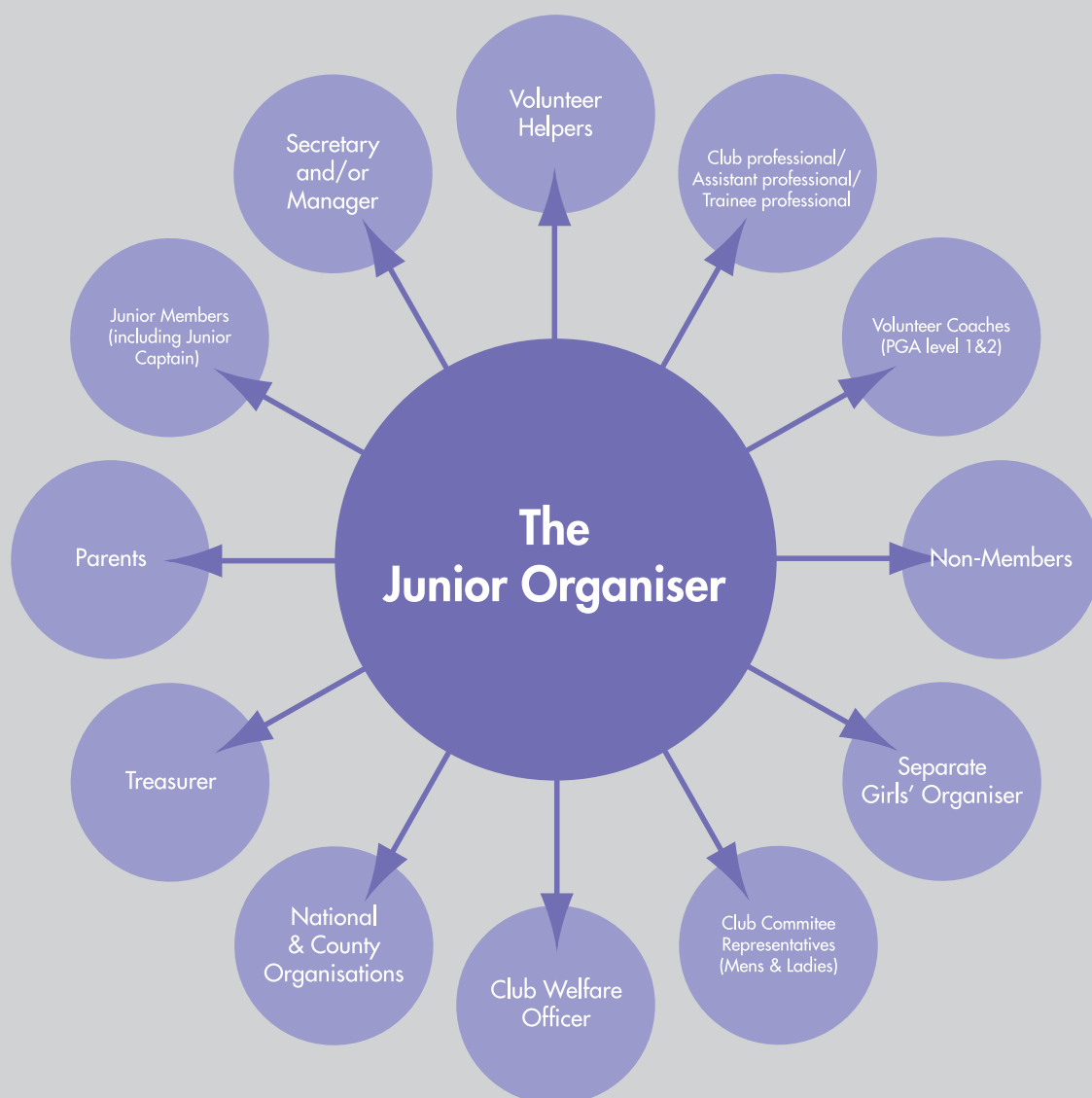
Without the enthusiasm and dedication of junior organisers, the game would not be where it is today.

Since the junior section plays such an important role in the future of the golf club, it follows that the junior organiser is one of the key and important members of the club.

The junior organiser is vital for the smooth running of the junior section, although it is advisable that he or she has assistants, they are the ultimate co-ordinator of the activities within the section. Although a difficult role, it can be the most rewarding.

Anyone can be a junior organiser, however, they do need to be able to communicate with children, have a sense of fun and possess good organisation skills. Just as importantly, they also need the support of the main committee.

Fig. 3 – Who the Junior Organiser Communicates and works with



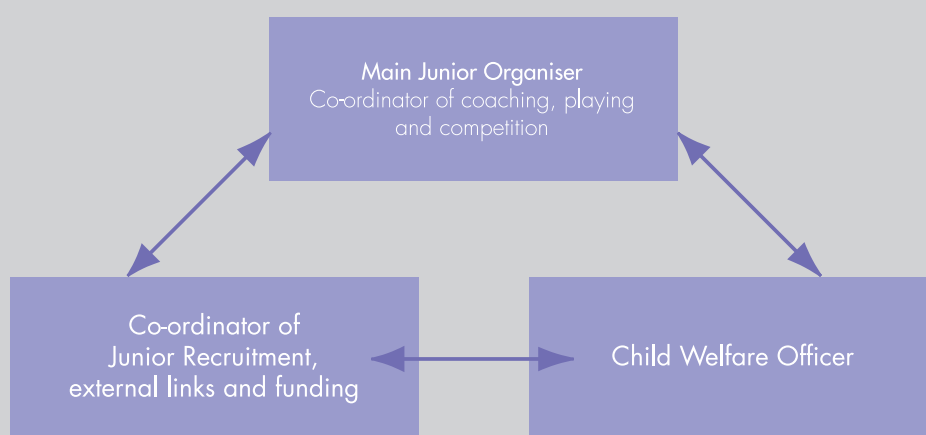
The role of the Junior Organiser (continued)

Get Help

An important rule for a Junior Organiser is to *get help*! The junior organiser may not be able to take on board all areas due to time constraints and/or lack of resources. Certain tasks can be delegated to parents, club officials, the junior committee, the Professional and the juniors themselves. Alternatively, the club could recruit several co-ordinators responsible for different areas within the junior section.

Some clubs have successfully split the Junior Organiser's role into separate roles co-ordinated by different individuals.

Fig. 4 – Example of Junior Organiser split roles



Tasks co-ordinated by the Junior Organiser(s)

Volunteer Recruitment

- Recruitment of adult assistants to help with tasks.

General Admin/Co-ordination

- Chairing junior meetings.
- Forwarding minutes of meetings to the club secretary/manager.
- Enabling junior privileges and restrictions to be discussed.
- Producing junior handbook, notice board, newsletters and content for a website.
- Communicating with parents, members and appropriate individuals.
- Helping to produce, implement and maintain a junior development plan.
- Supporting the juniors as they move into adult membership, to ensure they are retained.

Playing, Practice & Competition

- Arranging competitions.
- Organising a coaching programme for junior members (by working with the Professional).
- Arranging matches against other clubs and/or other sections (e.g ladies).
- Helping identify talented Golfers.
- Liaising with the County Union and other associations feeding players into county coaching and competitions, open tournaments and GUV tournaments.
- Organising Social Events.

Handicapping

- Monitoring and updating junior handicaps.

Recruitment of New Juniors

- Recruiting new juniors through links with schools and the local community.
- Co-ordinating coaching (taster) sessions for non-members.

Welcoming New Juniors

- Organising welcome evenings or meetings for new junior members.
- Organising a mentor scheme for new juniors.

Financing

- Working with the club committee to allocate funding for the junior section and to ensure it is a main item on the club's agenda.
- Accessing funding from Local Authority, Golf Development Wales and others to help develop junior structures.

Child Welfare

- Supporting and implementing a child protection policy and procedures to provide a safe environment for juniors at the club.

The role of the Junior Organiser (Insurance)

Insurance for Junior Organisers

It is important that a Junior Organiser has appropriate insurance when in care of children, for activities at and away from the club, in the event of injury or damage to third parties' property resulting from any negligence of the Junior Organiser.

There are several ways in which Junior Organisers can check that they have appropriate insurance cover.

Check the Club's Public Liability Insurance

Talk to the golf club secretary/manager to find out if the Junior Organiser and volunteers are covered under the clubs public liability insurance. If they are unsure ask them to speak to the clubs insurance company and ask for confirmation in writing. The insurance company may require information on the activities taking place, the ratio of adults to juniors, etc.

Household Insurance

The Junior Organisers should also check their own household insurance because they may also be covered under this policy.

Coach & Volunteer Education Courses

The PGA qualifications for volunteers also include public liability insurance

Check Car Insurance

It is recommended that all designated drivers should have their own fully comprehensive insurance and that each individual policy should be checked. In particular, check that the insurance is operative when junior organisers are paid expenses.

[See Section \(G5\) on Child Protection procedures for further information on transporting juniors](#)

Some companies offer golf specific insurance for clubs which also cover junior activities. There are various, but the GUW recommends talking to Towergate Underwriting Limited (see contact lists).

Frequently asked question

Is the Junior Organiser and/or other volunteers covered when delivering golf activities away from the club?

The main advice is simple – Check!

First of all check with the clubs insurance policy. Secondly, if delivering activities in a school, check with authorities at the school to see if external coaches are covered under the schools insurance

N.B. normally they require you to have attended relevant workshops, such as the Dragon Sport Tri-Golf Activators workshop and that you have an up-to-date satisfactory CRB check). Alternatively, if delivering activities for a local authority or in a leisure centre, you can also check with the local authority or organisation you are representing.

C2

The Junior Committee

There is synergy to be gained from combining efforts.

It is imperative that in order for the Junior Section to operate effectively, the Junior Organiser must have the support from:

- Other Volunteers – so that the work involved in running the junior section can be shared.
- The Main Club Committee – to ensure that decisions made can be supported and that policies that are put in place are sustainable.

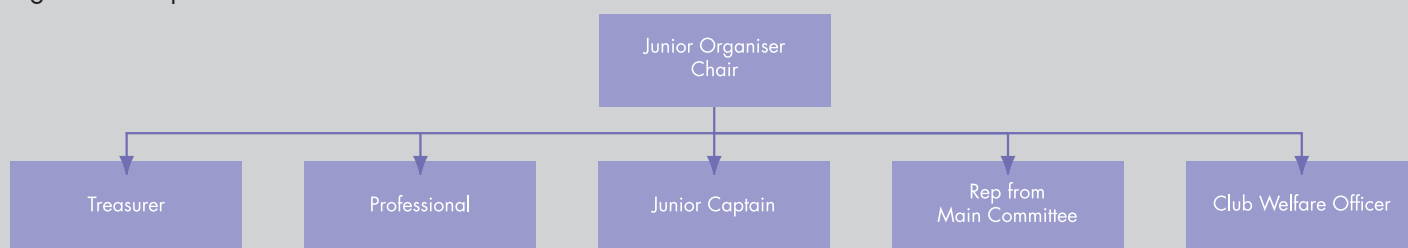
It is therefore recommended that a junior committee is formed to help support the Junior Organiser and that:

- The Junior Organiser should sit on the main committee.
- And/or a representative from the main committee should sit on the junior committee.

Benefits of a junior committee:

- Provides a link to the main committee and other parts of the club.
- Improved communication – between the junior section and other parts of the club.
- Provides structure to the junior section.
- Expertise – from all areas of the club.
- Continuity – for example if the junior organiser leaves.
- New ideas.
- Financial backing.
- Give responsibility to juniors.

Fig. 5 – Example Junior Committee



Some additional people the junior organiser should also involve in some of the decision making are:

- Volunteer Coaches and helpers.
- Parents.
- Other members.
- Non-members (those being coaching at the club) or members of the community. These are potential new members and can often bring fresh new ideas and information on what it would take to get them to become members.

C3

Junior Development Plan

A junior development plan is a written document that outlines where the junior section is, where it wants to be and how it is going to get there. It is an essential tool in the efficient and successful running of a junior section.

Benefits of having a junior development plan:

- Increases organisation, focus, structure and direction – everyone involved knows their roles, what they are doing, and how they are going to achieve them in a certain timeframe.
- Increases communication – provides information to all those involved and outlines the intentions of the junior section to other sections of the club, parents and to those outside the organisation.
- Provides an assessment of the current situation.
- Motivation – provides targets for people to achieve.
- Continuity – if somebody leaves or is replaced, individuals who take over are able to continue the work outlined without repetition or loss of momentum.

In the majority of junior golf development plans the objective is normally to increase and retain the number of participants and/or members of the facility in question. The 'Plan' can also be linked to other organisations plans and schemes e.g. Golf Development Wales, Local Authority and Sports Council for Wales.

The main areas that a plan should include:

- Recruitment –
(how the club is going to increase the number of participants of the facility and increase membership).
- Retention –
(how the club is going to keep new and existing participants/members interested).
- Improving Standards –
e.g. Coaching and Playing structures.
- Coach and Volunteer Recruitment and Education.
- Child Welfare.

On the next few pages is an example development plan of a club focusing up junior recruitment, retention and volunteer education.

C3

Example Junior Development Plan

Vision Statement

Increase opportunities for all to participate in golf regardless of age, gender or background in a welcoming environment that encourages friendship personal development and enjoyment.

Objective	Area	Scheme name and or additional grant to support scheme	Actions	Target Figures	Who – list person responsible for planning and delivery	When – insert a timeframe for planning and delivery
To increase the number of juniors playing and provide an exit route for Dragon Sport Tri-Golf Clubs	RECRUITMENT	Run a GDW Starter Centre Run Dragon Golf Club	• Apply to be a Dragon Golf Starter Centre through Golf Development Wales. • Recruit along with the Dragon Sport Officer, volunteers from club to help with the Dragon Tri-Golf Clubs in summer term. • Run a Dragon Golf Training Course at the club. • Run 6 week Dragon Golf Clubs in 4 local schools. • Use some of the Starter Centre hours to provide free real golf coaching to children participating in the Dragon Tri-Golf Clubs. • Run affordable continuation lessons for beginners on completion of the funded lessons. • Encourage children to join the club.	4 Dragon Golf Clubs in 4 Schools Recruit 10 Club Volunteers 40 Children in beginner coaching		
To increase the number of girls participating in golf and increase the number of girl members	RECRUITMENT	Run the GDW Girls Free Coaching Scheme	• Apply for GDW Girls Scheme and wait for approval. • Contact Sports Development Officer to get access to local schools and help with promotion in local facilities. • Visit St Josephs Comp – volunteers/professional to deliver taster session's in P.E lessons. • Provide girls with a flyer advertising free lessons at club. • Run 6 x 1hr lessons for 2 groups at club. • Ladies and Juniors to introduce girls to the golf course. • Encourage girls to become members of the junior section.	20 participants 5 new members		

Example Junior Development Plan (continued)

Objective	Area	Scheme name and or additional grant to support scheme	Actions	Target Figures	Who – list person responsible for planning and delivery	When – insert a timeframe for planning and delivery
Provide a pre membership club CONT...	RECRUITMENT	Run the Junior Golf Passport	• Run additional structured coaching for non – members, working towards the Junior Golf Passport. • Promote in taster sessions through existing members, posters in community, press release. • Run fun rules and etiquette sessions, introducing them to club rules. • Provide fun competitions and introduce participants to the course. • Introduce participants to exiting junior members through a combined fun golf competition and social evening. • Provide parents with information on club membership.	40 new participant (50% girls)		
Increase participation opportunities for groups vulnerable to social exclusion	RECRUITMENT	Work with Community First Officer to develop scheme Work with Disability Officer to develop scheme	• Contact community first officer (if applicable) and disability officer. • Provide organised lessons for local community groups and disability groups.	10 new participants		
Recruit more juniors/ adults/ families from the local community	RECRUITMENT	Recruitment/ Open day for all subsidised by a Community Chest Grant	• Apply for a community chest grant. • Run an open day at the club consisting of fun golf activities and a tour of the club organised and delivered by existing members and professional. • Offer additional group lessons subsidised by a grant (alternatively participants could contribute). • Offer a trial membership period of 1, 2 or 3 months, where existing members introduce the participants gradually to the course e.g. playing 1, 2, 3 holes (see Golf Development Officer for additional ideas). • Offer participants a full membership packaged based on a pro rata basis.			

Example Junior Development Plan (continued)

Objective	Area	Scheme name and or additional grant to support scheme	Actions	Target Figures	Who – list person responsible for planning and delivery	When – insert a timeframe for planning and delivery
Retain existing Junior Girl members	RETENTION and IMPROVING STANDARDS	GUW Girls Coaching Scheme (work with local clubs to create a club cluster to provide coaching for local girls) Club Cluster Girls Events – (Organise fun girls comps. for local clubs)	• Apply funding through the Junior Area Organiser for group lessons for existing girl members. • Provide lessons through out the year. • Organise a calendar of events throughout the year for the junior section as a whole to include social events. • Arrange friendly away and home visits to local neighbouring clubs (as a club cluster) and work together on retaining junior girl membership. • Link to organisations such as your local county and South Wales Girls Association and encourage existing girls to attend the fixtures and county coaching (see retention section on the CD rom for further ideas).			
Retain Junior Members	RETENTION IMPROVING STANDARDS	'Keep members active'	• Organise a calendar of junior and social events through the year to include the winter months. Discussion to take place in a Junior Committee meeting. • Organise structure coaching through out the year working towards the junior golf passport. • Link to the local golf County by feeding players into the coaching and events. • Enter a junior team into the local league. • Promote the local junior open's to juniors. • Run both a junior handicap system and a CONGU handicap system. • (see retention section on the CD rom for further ideas).			
Develop partnerships with various organisations to strengthen the development of golf within the facility	IMPROVING STANDARDS, RETENTION		• Attend a local golf forum (if available). • Work with other clubs. • Work with local authority. • Work with local county to feed golfers into county coaching for both boys and girls.			

Example Junior Development Plan (continued)

Objective	Area	Scheme name and or additional grant to support scheme	Actions	Target Figures	Who – list person responsible for planning and delivery	When – insert a timeframe for planning and delivery
Develop Coaches and volunteers to an appropriate level	COACH/ VOLUNTEER EDUCATION	Community Chest Grant	Apply for Community Chest grant to put Volunteers on the following courses: • Tri-Golf Activators Course. • Junior Leader Workshop. • PGA Level . • SCUUK Good Practice and Child Protection.			
Encourage Professional to keep qualification and knowledge up to date	IMPROVING STANDARDS and COACH EDUCATION		PGA professional to attend: • First aid. • Safeguarding and protection children. • PGA update courses. Contact Coach Education Manager for Golf for further information and dates			
Recruit more volunteers and parents to help with juniors	VOLUNTEER RECRUITMENT		• Invite parents and some exiting members to a meeting and ask for their help.			
Recruit a Club Child Welfare Officer and Develop and Implement a Child Welfare Policy	VOLUNTEER RECRUITMENT		• Recruit a child welfare officer. • All those helping with the Junior Section to be CRB checked. • Write a child protection policy for the club (utilising the 'Children in Golf' Resource pack) and communicate this to parents and other members of the club. • Encourage JO Child Welfare Officer and others to attend the Safe Guarding and Protecting Children Workshop.			
To introduce a graded membership system for Juniors and Intermediates	RETENTION		• Discuss with junior committee to produce a proposal for management committee. • Advertise to community. • Press release in local paper.			

C4

Financing the Junior Section

Junior sections require financial support in order to operate successfully. They are then able to give the juniors the support they need as well as opportunities to develop.

The club should look for some financial support from within the club (internal funding), and outside the club (external funding), via organisations such as the Sports Council for Wales and Golf Development Wales).

Here are some examples of some of the costs associated with running a junior section:

- Coach & Volunteers Education Course.
- Advertising.
- Coaching fees.
- Equipment – junior clubs for beginners.
- Trophies and Prizes.
- Junior News Letters.
- Volunteer Expenses.
- Team Travel Expenses.
- Subscriptions to the County.
- Team Clothing.
- Hospitality for Visiting Teams.
- Coaching Resources – such as the Junior Golf Passport [Section \(A2\)](#)

Obtaining funding requires time and effort. However, the Local Golf Development Officer and Local Authority Sports Development Officer should be able to help with grant applications from various external sources.

Internal Funding Sources

Clubs main budget – ring fencing a certain amount of money from the main budget per year. Such cost should be considered as an investment in the future.

Self funding from Juniors

Ask juniors to contribute a small amount to coaching e.g. £1–£3 per session, etc.

Professionals' Retainer

Include within the contract with the Club Professional a condition to provide a certain number of free hours of junior coaching per year.

Sponsorship from members

- Individual Members may like to contribute funds to the junior section.
- Members may own or work for companies that could sponsor the junior section e.g. for kit. This cash may also be matched by funding from an external source (see Sportsmatch under external funding).

Attend a local event

e.g. a summer fete

- Take a putting or chipping challenge to a local community event and charge per go (e.g. £1). This could also be used to recruit new junior members.

Entry Fees for a Junior Competition

Fund Raising Event at club

- Run an annual event (ball, disco, BBQ) to raise funds for the junior section. This could be given as a task for the Juniors to organise in the winter months
- Nearest the pin or longest drive during a competition.
- Auction at a specific event
- Raffle (prize donations from members or local companies).

Further Fundraising Ideas

Auction, Antique Fair, Bed Pushing Marathon, Bingo, Bicycle Treasure Hunt, Car Boot Sale, Car Washing, Christmas Draw, Disco, Demonstrations, Face Painting, Fancy Dress Event, Grand Draw, Garage Sale, Halloween Party, Indoor Games Competitions, Jumble Sale, Knock Out Events, Lucky Dip, Lottery, Marathon, Market Stall, New Years Party, Obstacle Race, Pool Tournament, Pound Stall, Quizzes, Raffle, Silence sponsorship, Sports Day, Treasure Hunt, Toy Fair, Talent competition, Unwanted Gift Sale, Video Night, Video Game Marathon, Walking For Sponsorship.

C4

Financing the Junior Section (continued)

Junior sections require financial support in order to operate successfully. They are then able to give the juniors the support they need as well as opportunities to develop.

External Funding Sources

Sources outside of the club, such as Grants, Trust Funds, donations or sponsorships.

Here are some examples of funding sources golf clubs could access:

Community Chest

This grant is available through your local authority and aims to support clubs in developing their sporting sections in projects that will increase participation in sport or other recreational activities.

Funding Available

The maximum grant available is £1,000. Golf Clubs may apply for a maximum of 2 grants per year at £1000 each. However, one of the grants must be for physical activities/recreational activities for adults other than golf. This could include – pilates, yoga, table tennis, etc. for existing and potential new members.

Here is a list of eligible projects for Community Chest:

Eligible Projects/costs	Examples
Coach and Volunteer Education	Safeguarding and Protecting Children workshop £20. Junior Leader Workshop £35. First Aid Course £50. PGA Level 1 Course £200.
New club/team set up cost	Setting up a pre-membership 'tigers' club to include coaching and introductory activities.
Non-personalised items of equipment	Clubs to loan to new participants. Clubs for beginner lessons. Golf Extreme Equipment £299.00 Plus VAT.
Developing New Competitive Opportunities or Structures	Organising a new beginner tournament for local schools. Organising a girls golf cluster group where potential and existing girl members from local clubs meet at different venues to take part in coaching and fun competitions.
Sport Events and Festivals	A family/ladies/junior taster day at the club followed by continuation lessons.
Transport	Transport for schools to attend a festival at the club.

Financing the Junior Section (continued)

An Example Community Chest project
To increase the number of Women and Girls participating in golf at the club by using the funding in the following ways:

1. Taster sessions in schools.
2. A taster day at the club for schools and help with costs of transporting children to club.
3. Continuation lessons at the club out of school hours, funded by Golf Development Wales.
4. A 'mums and daughters' taster evening aimed at local companies.
5. Continuation lessons for ladies.
6. A trial membership scheme.
7. Yoga classes for existing members and potential new members (applied for through a second Community Chest grant).
8. Train 2 volunteers to become PGA level 1 coaches.

How to apply

Contact your Golf Development Officer who will give you advice on the project, help with promotion and put you in contact with your local Sports Development Officer for an application form.

Sports Match

The Business Sponsorship Initiative Scheme for Sport from the Welsh Assembly Government. This scheme provides a vital link between the commercial sector and the development of grass-roots sport. This grant is available through the Sports

Council for Wales to support clubs in development projects.

Funding Available

Awards range from a minimum of £300 (up to three sponsors can make up this amount – normally £100 per sponsor) up to a maximum of £50,000 for all applicants. Should your application be successful, the Sports Council for Wales will match your sponsorship £ for £.

Who is eligible?

Any properly constituted sports club/association or local authority, which is being sponsored by a commercial organisation.

What is eligible?

Sponsorship agreements that either involve new or additional business investment. The funding received should be spent on development projects (see examples in Community Chest section).

How to apply

Contact your nearest Sports Council for Wales regional office:

South East Wales 08450 450904
South West Wales 08450 450906
North East Wales 08450 450908
North West Wales 08450 450910
or your Golf Development Officer for advice on a project.

Alternatively, you may download the application forms and further information from the Sports Council for Wales website www.sports-council-wales.org.uk/grants-funding/downloads

Minor Grants

The Minor Grants Scheme provides funding for projects that create new, additional or improved opportunities to play sport. The scheme is used widely by the Sports Council for Wales to encourage individuals, families and communities to become more active.

Funding available

Grants from £1000–£10,000 can be awarded. The total project cost cannot exceed £12,500.

How to apply

Contact your nearest Sports Council for Wales regional office:

South East Wales 08450 450904
South West Wales 08450 450906
North East Wales 08450 450908
North West Wales 08450 450910

or
your Golf Development Officer for advice on a project.

Alternatively, you may download the application forms and further information from the Sports Council for Wales' website www.sports-council-wales.org.uk/grants-funding/downloads

Capital Grants

The lottery funded capital scheme is used to improve facilities throughout Wales.

Capital funding is used to support the development of sport and physical activity primarily in areas of greatest need.

C4

Financing the Junior Section (continued)

Who is eligible?

Bona fide organisations. No applications are accepted from individuals.

What is eligible?

Projects of £12,500 or more involving building and construction, playing areas, purchase of land or rights in land, and/or the purchase of equipment.

How to apply

Contact your nearest Sports Council for Wales regional office:

South East Wales 08450 450904

South West Wales 08450 450906

North East Wales 08450 450908

North West Wales 08450 450910

Alternatively, you may download the application forms and further information from the Sports Council for Wales website www.sports-council-wales.org.uk/grants-funding/downloads

Local District Sports Council Grant (LDSC's)

Contact your local authority to find out if they have access to further funding through the LDSC's.

Golf Development Wales Girls Start Golfing Scheme

GDW will fund a course of 6 lessons for a group of potential girl members at a golf club/leisure centre/school, delivered by a PGA Professional at a maximum rate of £25.00 per hour (different rates apply for assistant professionals).

A further 6 lessons may be authorised for those girls showing particular aptitude and interest.

How to apply

Contact your local golf development officer for an application form.

Golf Development Wales Girls Keep Golfing Scheme

GDW will fund courses of 6 lessons for groups of girls who are members of a golf club with a handicap of 20 or above. Further lessons may be authorised for these groups. If clubs only have a few girl members they can join with other clubs in the locality to provide lessons for girl members.

How to apply

Contact your local golf development officer for an application form.

Dragon Golf Starter Centres

These are golf facilities or organisations that actively promote golf to young people. They provide structured coaching sessions to children at little or no cost, as they receive funding to subsidise 25 hours of beginner group coaching for children. These facilities have links with schools and community clubs that run Dragon Sport Tri-Golf activity and provide them with opportunities for children to progress. The facilities are listed on the GDW website.

How to apply

Contact your local golf development officer for an application form.

Sponsorship from local companies

Some companies are interested in putting something back into the local community and have specific schemes to develop activities such as sport. Golf clubs could approach local companies and request their help in sponsoring junior activities and development schemes.

See document – Letter Requesting Sponsorship.

This funding can also be 'Sportsmatched' through the Sports Council for Wales Initiative – see above.

C4

Financing the Junior Section (continued)

Letter Requesting Sponsorship

Example Letter

Name of Golf Club
Address

Telephone Number
Email address

Date

Dear *Name of Contact*

(if you do not have a personal contact find out the name of the Director of Marketing)

Project Title

Opening:

State your reasons for writing to them, identify the sponsorship for which you would like to receive consideration, and indicate how the contact was made.

Body:

Describe why you should be considered for sponsorship and how the company can benefit from serving as your sponsor.

Give concrete examples of results, experiences, accomplishments and goals that will make the company want to sponsor your club/section.

Include some information on the Welsh Assembly Government 'Sportmatch' scheme, stating that any sponsorship over £300 could possibly be matched by the Assembly, thereby doubling the amount available to the club/section for such good purposes.

Closing:

Thank the individual for his or her time. List where and when they can reach you, and when you will call to discuss further details.

Sincerely,

(Signature)

Type your name or team name

N.B. Follow-up call and Thank you letters:

It is important to make follow-up calls for every cover letter that was sent out. Ask if the individual received the letter and arrange for a meeting.

If possible, schedule the meeting at the club. This will give the potential sponsor a better feeling for the sport, and may excite them into a sponsorship agreement and allow you to provide hospitality. Always send a letter thanking every potential sponsor you met with for their time, even if they have declined a sponsorship. They may reconsider.

C5

Junior Membership

Golf clubs should:

- Consider how easy it is for juniors of all ages and backgrounds to obtain membership and whether the club can remove any possible barriers.
- Consider how attractive its membership packages are to juniors.

Some points to examine are:

- Has there been a drop in junior membership in the past few years. If so, why?
- Can the club afford to keep doing what it has always done or does it need to be more proactive and creative?
- What are the barriers to juniors joining the club and can these be lifted?
- How will the club attract more junior members in the future?
- Does the golf club have an entrance fee and if so does this create a barrier for people wanting to join?
- Is it essential to set a minimum age restriction?
- Has the dress code changed over the last 5–10 years to reflect the modern world and the change in fashions?
- Does the club review its dress code to help new members?
- Are juniors considered to be the same as other members?
- How does the club communicate with juniors and is this enough?
- Are juniors welcomed by other members? If not, what can be done to improve this?
- Is the membership package good value for money?
- What membership packages does the club offer to beginners?
- What support is given to new members in educating them on the rules and etiquette?
- What other support is given to new juniors and is this enough?
- Can the club give incentives for juniors to join, such as free introductory lessons or a 'bring a friend' incentive?
- Are juniors given plenty of opportunities to play and compete?
- Can juniors enter adult competitions?
- What social events does the club offer juniors?
- Are the practice facilities suitable for juniors? Could these be adapted to cater for beginners e.g. having small mow-out holes for use by beginners?

Potential Barriers to Junior Membership

Highlighted are some potential barriers to junior membership. Golf clubs should consider if any of these apply to them and, if so, can they can be reduced:

Juniors having to be proposed by adult members

Is it necessary to insist that juniors have to be proposed by an adult member?

Some potential junior members may not know an adult member which instantly prevents them from applying for membership. Clubs could offer a probationary period which would allow both the juniors and the club to get to know each other prior to commitment.

If a club feels that a proposal system is necessary, then they should consider accepting an external reference from someone suitable e.g. teacher, other sports coach, etc.

Interviewing Process

Is an interview process really necessary, as it can sometimes intimidate potential junior members (and adults) and their parents?

A welcome meeting or open day. [See Section \(C6\) on the cd-rom – Juniors in the Club](#) may be more appropriate as it creates a less formal environment for juniors and their parents to ask questions, be given all the information they require and to meet other members of the club. This may be an opportunity for a club to provide the new members with adult or junior mentors. These people can be the main point of contact if there are any further questions or if they need to arrange a game.

Waiting Lists

Where there is a high demand for places it is recommended that clubs should review their membership list each year. Clubs with waiting lists should analyse how many of the junior members are active and attending competitions and coaching regularly. Is there scope for the club to take on more members as not all may be active?

Or, inactive members may be able to make way for those who are keen to start playing and competing.

Age Restrictions

It is recommended that clubs should not impose any arbitrary age limits.

Here are some reasons:

- Children develop and mature at different rates.
- Age limits can seriously cut across the enthusiasm of families wanting to introduce their children to the sport and potentially their parents.
- Golf is now being introduced to Primary Schools and within the Community through the Dragon Sport Tri-Golf Scheme. [See Section \(A2\) on the cd-rom](#). These children are all under the age of 11, some of whom will want to progress to real golf. It is therefore important that clubs encourage these children to take up the sport to retain their interest.

There are also examples of current Welsh Internationals who started playing and competing from a very young age. They have all been encouraged to play, develop and compete from the outset.

Consider each application individually

It is recommended that clubs consider each application on its individual merits. Rather than imposing age limits, perhaps players should reach a minimum standard prior to becoming a full junior member/or attend a certain amount of lessons which could be included in the membership package.

Clubs should also develop a variety of membership packages for those who do not meet the necessary minimum standard for full junior membership or age limit if it is applicable.

[See Membership Fees & Packages below](#)

Joining Fees & High Membership Fees

Most clubs within Wales do not have a joining fee for juniors. However, where membership fees are set too high and where there are not a variety of packages to suit individuals, it can be one of the main barriers to taking up the sport. Golf clubs should also review their subscriptions on a regular basis.

[See Membership Fees & Packages below](#)

Junior Membership (continued)

Membership Fees & Packages

To encourage more junior players to take up the sport it is vital that golf clubs provide opportunities for starters to join golf clubs at a reasonable cost and provide a variety of membership packages to suit individuals.

[See section – Different Membership Packages below](#)

Setting Membership Fees

As a guide to clubs when setting annual membership fees:

- The typical annual junior membership fee for clubs in Wales is approx. £80–£100.
- Golf clubs should compare the costs of other clubs in the area.
- Clubs should set rates according to age (incremental membership costs – juniors/intermediates).
- The GUV recommends that annual junior membership fees should be no more than 20% of the clubs adult membership subscription.

Membership Packages

Clubs should be creative with their membership packages to make them more suitable for beginners to try and take up the sport and the help retain their junior membership in the transition to adult membership.

Here are some examples:

[Pre membership clubs](#)

Junior beginners and those juniors who do not reach a minimum age limit (if applicable) should be given the option to join a pre-membership club.

This should prepare them for full membership and include:

- Introductory fun coaching, utilising games and drills.
[See section on the cd-rom – Sessions, Exercises & Games.](#)
- Introduction to the golf course in gradual steps. This could mean starting from the 150 yard marker on each hole, or just playing a few holes and gradually increasing the number of holes.
- Rules and Etiquette.
- Social events.

[Introductory/Trial Membership](#)

Membership over a pre-determined period (e.g. 2 months) at a low cost to allow juniors to try golf and get the feel for golf club membership. The activities could be confined to attendance at coaching sessions, the practice area and occasional organised sessions on the course. The club could also apply for a grant to purchase loan equipment for these juniors or, the cost of buying new equipment could be limited to a putter and an iron.

[See Section C4 – External Funding Sources Document](#)

This option is often useful after a recruitment project (e.g. school visits and lessons), to attract new members.

This could include, use of the practice facilities, access to group coaching, limited use of the course (e.g. where members or adults take juniors on the course at a set time during the week).

[6 or 9 hole Membership](#)

This is becoming increasingly popular. Golf can be quite a time consuming game and often for beginners (both adults and juniors) 18 holes can be extremely difficult to complete. The opportunity to play in a short time-scale may mean an increase in the number of beginners playing and ultimately joining. This type of membership will certainly be easier if the 6th or 9th hole is located near the clubhouse. The number of junior members may also increase as the cost will be less than full membership. Ultimately, the aim will be to encourage the juniors to become full members.

[Holiday Membership](#)

This is certainly a package that golf clubs could provide, and take advantage of, if located near a holiday resort or by the sea. Many families own caravans or holiday homes located by golf clubs where they stay for long periods during holiday periods. This not only provides juniors with an opportunity to take up the sport, but also provides the club with additional finance. It may also be an idea to combine this with a series of golf lessons at the club.

C5

Junior Membership (continued)

Incremental Full Junior Membership

This should include regular access to coaching, full use of course, competitions, league matches, adult competitions (if official handicap is low enough), social events etc. Golf clubs should consider introducing junior membership fees in sliding scales based on age.

For example, under 10's – £20, under 14's – £50, Under 18's – £80, etc.

Incremental Intermediate Membership

Junior members are the 'adult – paying' members of the future. Encouraging juniors to stay in transition from junior to adult membership will also help sustain the health of the club and improve its age-profile.

The transition from junior to adult membership in terms of cost can be large and may account for the low number of members at clubs in the 18–30 year old category. Proactive golf clubs gradually increase the fees paid in this category dependant upon age, and/or if undergoing full time education/training, which can significantly increase the number of juniors retaining their membership.

Example:

Age	% of full adult fees payable
18 – 21 Years	25%
22 – 24 Years	50%
25 – 28 Years	75%
30 Years and above	100%

Additionally, more affordable rates for these age groups may also help to attract new members.

C5

Junior Membership (continued)

Creative Payment Procedures

Club should be creative with their fee structures to make membership more affordable and attractive to members:

Monthly Payments

Direct debit and standing orders break large payments down to make fees more affordable. This is also suitable for intermediate members.

Units of Measure

Members are able to buy quantities of membership units that equate to rounds of golf, coaching and use of the facilities. What the units buy can be dependent upon factors such as weekday or weekend use. For example, 10 units for 18 holes at the weekend, 4 units for 9 holes in the week. Rates, for example, of £100 for 60 units and £500 for 350 units. This creates a more affordable range of membership opportunities and units can also be topped up throughout the year. It also allows the club to operate a larger total membership limit. Ryehill Golf Club in Oxfordshire is an example of a club that operates this type of system.

Retained Package

When previous junior members go away to study it often prevents them from playing regularly at their club. Examples of a system that could encourage juniors to retain their membership are:

- Small fee per year to play in the summer months.
- Small fee and a charge each time they play.

Does the club have a probationary period for new members?
This is a good option for both juniors and the club, allowing both parties to feel comfortable prior to commitment.

C6

Juniors in the Club

Juniors should be treated in a fair manner. As a general principle the GUW would wish to see clubs imposing the minimum of restrictions upon its junior members and the maximum integration of its junior members in the routine activities and competitions of the club.

Junior members should have a detailed understanding of what to expect from the golf club upon joining and the golf club should ensure that they communicate everything clearly and effectively to juniors and their parents.

Golf clubs should try to review its rules and regulations for juniors on a regular basis. The way these are worded and applied could mean the difference between a happy and healthy junior section and a club that has a high turnover of junior members.

Welcoming new Juniors into the Golf Club

Welcome Evening

Each new junior member should have an informal welcoming meeting or the club could hold an informal welcoming evening for all new junior members and their families. This should be more of a social event as well as an introduction to the club.

This is an opportunity for new juniors and their family to:

- Get to know the club officials.
- Meet existing and or other new junior members (an opportunity to make friends).
- Become familiar with the facilities (a tour could be included).
- To become comfortable with the club environment.
- Receive a briefing on the child protection policy.
- Ask questions.
- Receive appropriate information such as an introduction booklet, rules and regulations, code of conduct and disciplinary procedures.

The new juniors should leave the welcome evening/meeting happy with their decision to join the club and the parents should feel confident that their child's welfare is paramount.

Introduction Booklet/letter

New members should be provided with an induction booklet or information about the junior section.

This could include:

- Contact numbers of club officials and junior organiser.
- Club Rules & Regulations.
- Dress Code Guidelines.

- The Junior Calendar including Junior Competitions, Coaching, Social Events, etc.
- How to obtain a handicap.
- How to Complete a Score card.
- Rules & Etiquette of golf.
- What the junior should commit to (playing in a set number of competitions, attendance at coaching and to abide by the rules and regulations).
- Code of Conduct. [See Section \(G5\) on the cd-rom.](#)
- Contact number of GUW lead Children Welfare Officer.

Club Rules & Regulations

When imposing rules and regulations for juniors it is important that they are communicated in a positive way. Juniors should understand and appreciate the need to follow guidelines for their own enjoyment, safety and benefit of others.

Rather than entitle them 'Rules and Regulations' and instead of using phrases such as "you shall not", "you must not", etc.

Golf clubs should consider the following wording:

- What to do?
- Think about Safety?
- The way we dress?
- About the clubhouse!

Parental Information

Information should also be given to parents on what is expected from them and their children. Parents are a valuable source of help to the junior section. Many of the Junior Organiser's team will be interested parents and other family members and this should be encouraged as far as possible, but with commonsense restraints.

Parents can be advised how they can assist including:

- Attending coaching sessions.
- Running of Junior Competitions.
- Providing supervision.
- Providing transport.

Parents should also be advised to:

- Show appreciation for the efforts and work of all those involved in the organisation of junior golf.

Juniors in the Club (continued)

- Remember that children should play golf for their own enjoyment and not their parents.
- Encourage juniors to participate – do not force them.
- Never ridicule juniors for making mistakes or losing.
- Remember that juniors learn by example – applaud good shots by all players.
- Respect and accept official decisions and teach juniors to do likewise.

In addition to this, a useful booklet to give to parents on the do's and don'ts as parents of golfers is 'A Guide to Parents'. This is available through Golf Development Wales or in the 'Downloads' section.

There is also a guide available from the NSPCC called 'safeinsport', a version of which is again available via GDW or in the 'Downloads' section.

Communicating with Juniors

Communication with juniors is vital, not just to provide juniors with the understanding of the junior section, but it allows the golf club to get across the appropriate messages it wishes to promote. The golf club should not expect juniors to know anything without informing them first.

Clubs should be creative with their communication formats and try to make them fun and informative, so that juniors take on board the information.

Here are some examples:

- Junior Notice Board.
- Junior News Letter.
- Junior Members Handbook.
- Junior Page on the Clubs Website.
- Letters to Juniors and Parents.
- Regular Meetings.

The successes and achievements of the junior section should also be communicated to other section members. This can also improve the relationship between other members and juniors.

Information to include on the Junior Notice Board/Website

Details of those involved in the Junior Section / Rules and Etiquette / Dress Codes / Good News and Successes (most improved player of the month, results) / Coaching dates

and times / Handicaps and Scoring / Junior Diary – Date of Coaching and Comps / Contact Details of Counties and Other Organisations / Links to useful golf websites and publications / Child Protection Policy and contact details of the Club Welfare Officer.

Dress Codes

A sensible attitude to dress codes is required, especially as most young people have an eye for fashion. Part of Golf's tradition is the smart appearance of golfers and it is important that this is maintained and taught to the juniors. Most juniors want to follow their heroes and actually want to dress as smartly as the likes of Tiger Woods, Bradley Dredge and Michelle Wie. However some of the more traditional dress codes are not always appropriate to juniors and it is important that this is considered. There is a lot of choice for juniors with regard to clothing and once they are informed of acceptable standards of dress they should adhere to them.

During an introductory membership period, the golf club may wish to relax dress codes for a short period of time whilst providing guidance to the juniors regarding dress codes and help them feel at ease in the golf club environment.

See Section (B7a)

On the course, dress rules vary from club to club and some clubs do have special requirements. Usually football or tennis shorts, tracksuits, t-shirts and jeans are not permitted. In the clubhouse smart casual dress is more readily acceptable by clubs nowadays, rather than a strict shirt and tie policy.

Integrating New Junior Members without enforcing strict dress codes upon joining.

Golf clubs should take a sensible approach to dress codes, especially for new junior members. Golf clubs can follow a gentle process to help integrate juniors into membership.

- The golf club may wish to relax the dress code for new junior members (for up to 6 months).
- The golf shop could offer new junior members a discount on golf shoes, polo shirts, trousers and equipment.
- The golf club could provide new junior members with a polo shirt (with the embroidered golf club name) for a small fee.

- For the first 3 months of junior membership, juniors could be allowed to wear tracksuits and trainers for practising and attending coaching.
- Following this 3 month period juniors should be advised that they are required to purchase golf shoes.
- Following a 6 month period, all new junior members are expected to have a suitable polo shirt and a pair of trousers or shorts.

Rules and Etiquette

It is important that juniors understand the rules and etiquette of golf and are given plenty of opportunities to learn them, so that they feel comfortable both on and off the course. There are many fun ways in which to encourage juniors to become familiar with these e.g. quizzes, worksheets, demonstrations on the course.

If a mistake is spotted, explain clearly and advise in a friendly manner to allow juniors to learn and understand the next time.

The Clubhouse and Juniors

Juniors should be considered as fully integrated members of the club with the minimum of restrictions. However, clubs must comply with the licensing laws with regards to juniors and the clubhouse.

The following may act as clubhouse guidelines for juniors:

- Junior golfers should not be excluded from the clubhouse but golf clubs must obviously comply with the licensing laws.
- Some restrictions may be required in the evening, such as being accompanied by an adult after a particular time.
- If a junior room is provided, juniors should be responsible for keeping it tidy.
- As part of the junior inductions a copy of the club house rules should be provided (if applicable).
- Juniors and parents should be aware of the consequences if they break the club rules.

Competitions

A usually successful idea is to arrange junior team matches against the clubs senior teams. It is an excellent way of introducing the various sections to each other and also shows the adult members how responsible and capable the juniors normally are.

As an example, GDW and Glamorgan Junior County invite clubs to hold an Adult/Junior Stableford Foursomes competition and the winning pair then qualify to play in a Grand Final normally sometime in September. This has proved to be very popular and certainly achieves the objective of integrating juniors into the body of the club.

Disciplinary Procedures

Disciplinary procedures should be put in place and adhered to regardless of the age of the club member. It is important that incidents regarding juniors are dealt with in a professional and sensitive manner. Procedures should take account of child protection guidelines (see section G1 on the cd-rom) and should always involve the parent or guardian.

All junior members and parents should be aware of the disciplinary procedure upon joining.

In the event of an incident:

- The parent/guardian should be informed and the clubs disciplinary procedures consulted.
- Club members should not approach juniors in relation to disciplinary matters; problems should be reported to the junior organiser and/or the club secretary/manager immediately.
- If unsure whether there are child protection implications, consult with the child protection welfare officer and/or junior organiser.

D

Recruitment & Coaching

Recruitment

An introduction to the methods of getting more juniors into Golf.

Coaching

An introduction to the methods of retaining the interest of juniors in golf.

Recruitment

Golf has become very popular and with the increased profile and positive role models that exist, more youngsters want to experience the game.

Without doubt, the recruitment and retention of junior golfers is the most important and challenging role of the junior organiser and the junior section. A child's first introduction to Golf must be fun, happy, educational and safe but also inspirational. From the onset Golf should be kept fun, challenging, imaginative as well as instructional about the value of etiquette, rules and attitude in the face of adversity.

An individual's future interest in Golf could depend upon the impact and quality of that first experience in the sport.

Before starting a development project it is important to know that you are not alone. Contact your Golf Development Officer (GDO) for help and advice. The GDO will be able to assist on funding applications and how to get started. They will also contact your Local Authority Sports Development Officer to organise a meeting at your club to discuss ideas and to help with school and community links.

There is a multitude of options and ideas that can be implemented. However what works for one club may not be so effective in another.

- How easy is it for beginners to get into golf and into Club membership?
- Do Golf Clubs utilise all avenues of recruitment?
- Are juniors given the opportunity to receive structured coaching and to measure their progress in this great sport?

We examine all of these issues,

and others, in more detail in the rest of this section.

Coaching

There are a number of ways that a golf club can provide fun and enjoyable activities for the junior section and pre-members, with the intention of encouraging juniors to return, by supporting friendly and competitive interaction in a team environment and assisting the personal development of individual golfers.

Activities can include coaching programmes, golfing games and skills challenges both for individuals and in teams, alternative playing formats, quizzes, treasure hunts, divot days (when juniors assist in the maintenance of the course by repairing divots), bring a friend day.

Offering a variety of different activities helps to increase the number of active junior members, which in turn creates a healthy and successful junior section.

Coaching is vital for youngsters to develop and improve their game and this should be conducted as part of a structured programme, delivered by the professional coaching team at the golf club. Volunteers, including junior organisers now have the opportunity to take Leadership and Coaching qualifications, which will allow volunteers to assist qualified coaches.

Skills for Life

'D3 – Develop the Golfer = Develop the Person = Develop the Sport'

Children and young people are able to develop golf skills and personal skills through structured development initiatives, which will benefit them for the rest of their lives. Encouraging

children and young people to learn and practise the basic golf skills – putting, short game, long game, playing and the golfer's code – will lead to psychological benefits associated with improvement, personal achievement and life-long participation in sport.

Golf places strong emphasis on standards of behaviour and, therefore, is an ideal medium through which children and young people can develop six core personal skills – honesty, respect, co-operation, perseverance, concentration and self-motivation – which will help them through their youth and into adulthood.

There have been various studies exploring the links between the values most desired in children and the sports best placed to teach them.

HSBC commissioned such a study in 2007 – through Henley Centre Headlightvision - and the HSBC Values of Sport study concludes that nearly 8 out of 10 people believe golf helps to teach children important 'life-skills' such as decision making, initiative, fair-play and self-confidence.

"At HSBC we recognise the positive role sport can play in the development of young people, but we wanted to understand more around the values which certain sports develop in young people," said Giles Morgan, Head of Sports Marketing and Sponsorship at HSBC.

"Golf's ability to teach values of integrity and honesty mirror those which are fundamental to HSBC."

The above re-enforces Golf Development Wales's belief that promoting golf to juniors helps to develop them as well-rounded individuals as well as future golfers, which in turn obviously helps to develop the sport (the D3 Strategy).

D1

Where to Recruit

Various avenues for recruiting potential new junior members are displayed below:

Fig. 6 – Various Avenues for Recruitment



Fig 6. – In Detail

Local Authority initiative

Local authority sports development departments often arrange initiatives to introduce young people to sport, offering multi-sport taster sessions (youth festivals) at which golf clubs can get involved. Local authorities also have various grant packages to assist clubs with recruitment projects, the most common being the Community Chest Grant, which is administered by each local authority on behalf of The Sports Council for Wales. Contact your local Sports Development Officer to see what is available locally and to assist you with your recruitment initiatives.

Driving Ranges and Pitch and Putt/ Municipal Facilities

For many beginners this can be their first taste of golf and where they feel comfortable. If there is a Driving Range or Pitch and Putt course in your local area, consider a partnership approach to enable new golfers to move to the club once they have tried golf at the beginner facility. Again, a reciprocal arrangement whereby they are promoting your golf club and you are displaying information about their facility may be appropriate.

Dragon Golf Starter Centres

These are facilities such as driving ranges, public golf courses or a Golf Club that receive funding from the Golf Foundation to deliver a national initiative in partnership with Golf Development Wales. These facilities will offer beginner golf sessions for non-members at very little cost or free of charge working towards the Junior Golf Passport. Starter Centres will also be attached to a Dragon Sports Golf Club and delivering Dragon Golf locally for children under the age of 12. Further

information is available by contacting Golf Development Wales or your local Dragon Sports Co-ordinator.
www.golfdevelopmentwales.org or
www.dragonsports.co.uk

Internal Networking

Relying on members to encourage friends and family into membership is probably the easiest and most cost effective way of recruiting new members. Offering incentives to current members or discounts for potential members may encourage them into membership and can often be successful. However, golf clubs can no longer rely on this method alone and should consider other forms of recruitment.

Other Sports Clubs

Along with youth organisations, local sports clubs provide a good source of new junior members who already enjoy sport. Fun, end of season, golf competitions could be organised between teams from various sports and held at local pitch and putt or municipal facility.

Advertising

This comes at a cost. However the golf club must consider the financial benefits that will arise from attracting optimum membership numbers. There are various methods of advertising which range from minimum cost such as placing posters in key spots within the community or a classified in a local paper to placing more expensive adverts in other publications or using radio.

Local Community

Links with the local community should be utilised where possible. Approach the local leisure centre, supermarket, newsagent, town hall or library to see if they would be prepared to display a poster or some flyers that detail what opportunities exist at the golf club. Local

businesses could display an interest in supporting a recruitment initiative financially. If this is the case you may be eligible to apply to the Sports Council for Wales Sportmatch scheme so that the funding is matched. Further information available at www.sports-council-wales.org.uk

Commercial Scheme

Junior golf camps can be a fun way for juniors to enjoy their holidays, improve their golf and make new friends. You may want to set up a Holiday Golf Camp at your club which could be open to non-members.

Primary and Secondary Schools

Working with local schools can be an effective and enjoyable way of attracting more juniors into the golf club and engaging with the community. Golf Development Wales operate a number of programmes to encourage more young people into golf within primary and secondary schools.

- Dragon Sport Tri-Golf – An adapted version of golf utilising plastic equipment to deliver a safe, fun golfing experience. Training is available free of charge for teachers and volunteers through the Tri-Golf Activator Workshop.
- Golf Xtreme – Designed for students in secondary schools with adapted equipment, a range of fun activities, playing formats and resources. Training is also available for secondary school teachers through the Golf Xtreme Workshop and could be delivered as part of a local authority 5x60 scheme. **See Section A2 Schemes & Initiatives.**

D1

Where to Recruit (continued)

Youth Organisations

Local branches of national groups such as Yr Urdd, Cubs, Scout, Brownies and Guides are a good source of new junior members. The children involved in these groups are generally open to new experiences and are already friends and therefore more likely to participate as a group. Specific ages can be targeted. It is often beneficial to offer initial sessions to children at a place where they usually meet before transferring to the club.

County Recruitment Initiatives

Some County Unions and County Associations offer recruitment sessions to encourage young people into golf. Regular contact should be maintained with your County Junior Organiser from the both the County Union and County Association to demonstrate your interest in any new juniors coming through recruitment sessions and to find out new initiatives taking place.

D2

How to Recruit

Ideas on methods of recruiting more juniors.

It is important to create more opportunities for children to participate in golf. Some children have never thought of trying the sport and even if they have, don't know how to go about it. Through reaching out to the community and schools and increasing the opportunities for children to try golf in an environment they are comfortable with, more children may take up the sport.

Fig. 7 – Example Recruitment Pathway



Taster Sessions

The initial taste of the activity is often better if organised in a location comfortable to the children, certainly outside of the golf club. Adapted equipment such as Tri-Golf or Golf Xtreme should be used and the emphasis should be on fun games based activities.

Taster Sessions could be organised at:

Primary Schools, Secondary Schools, Leisure Centres, Other Sports Clubs, Brownies, Guides, Scouts, Local Authority Holiday Sports Programmes, Community Centres, Community Clubs. Flyers should be handed out at the end of the session advertising further opportunities and a taster day at the golf club. Ensure that date, times, cost and contact details for further information are clear.

Taster Day at Club

Children interested in participating further should be invited to Taster Days at the Club.

These are a great way to open up your golf club to potential new members. Once again the emphasis should be on fun games activities with a taste of real golf activities included. Refreshments could be organised within the clubhouse and participants should be given the opportunity to meet existing members. It is important not to forget the parents or carers at this point; they should be invited as they will want to know more about the club. Ensure that all parents/carers and children are aware of what is on offer at the club by advertising your junior sessions - you could even recruit new volunteers from within their number [See Section \(F1\) on the cd-rom – Recruitment Procedures](#).

Promote the opportunities in the game and in your club through a structured learning programme of coaching sessions [See Section \(D4\) on the cd-rom](#) and provide a leaflet explaining how to get involved and who to contact.

Free/Low Cost Lessons at the Club

Children who wish to continue within the sport should be invited to attend structured coaching activities ([See Section \(D4\) on the cd-rom](#)) at the

club at low cost or no fee whatsoever. By contacting your Golf Development Officer and registering with the Golf Foundation as a recognised Dragon Golf Starter Centre ([See Section \(A2\) on the cd-rom](#)) your Club will receive funding to subsidise the costs incurred. Each participant should be registered on the Junior Golf Passport scheme ([See Section \(A2\) on the cd-rom](#)), a comprehensive structured learning programme for youngsters.

Introductory Membership/Pre Membership Club

After completing elements of the Junior Golf Passport participants should be strongly encouraged to join an introductory membership or a pre-membership club. This membership, usually available for a fraction of the full junior membership cost, should allow participants to attend continuation lessons and allow access to the course at limited times or following lessons. These juniors should also be invited to participate in 1, 2 and 3 hole fun competitions, using friendly formats, to get the juniors out on the course playing.

Full Junior Membership

Once competent, juniors participating in the structured coaching programme should be strongly encouraged to join the club as a full junior member. Therefore clubs should strive to ensure that the membership package is as attractive as possible and suited to each child's needs and abilities.

D2a

Links with Schools

Here are some ideas for golf clubs when contacting a school:

- Have a presentation at the main school assembly to the pupils, explaining about the golf club and what is available.
- Provide handouts and posters with contact numbers, dates and times of any sessions. This will help to inform parents of the opportunities available within the golf club and also get them involved.
- Give a demonstration of Tri-Golf, Golf Xtreme and other games which are ideal for these sessions as they are simple to set up, colourful and easy to use, therefore having a positive impact on the children straight away.
- Contact Golf Development Wales for more information on Tri-Golf and Golf Xtreme.
- Children may be more receptive to the introduction of golf if it is shown to them in familiar surroundings such as the school gymnasium or playing fields.
- The first few sessions should be organised at the school, either at lunchtime, during a P.E. lesson if the school allows, or after school when the school staff can assist with the organisation.
- Taster sessions should make the children's first experience of golf an enjoyable and safe one, so that they will want to continue their participation.
- Within four to six weeks invite interested children to sessions at the golf club (the move from school to club will probably reduce the number of children just participating to those who are genuinely interested).
- Natural wastage will occur, but no participants should be actively discouraged from making the link from school to golf club.

A newsletter should be given to the children to explain to them and their parents what the club is offering:

- Safe environment.
- Professionally qualified staff.
- Minimal costs.
- Times of sessions.
- Length of sessions.
- What to wear, i.e. trainers and comfortable clothing rather than specific golf wear at this early stage.
- Equipment available, whether free of charge or at what cost.
- Parents are welcome to watch and enjoy refreshments if they wish.

D3

Retention

Keeping hold on what you've worked so hard to get.

Although actions to retain junior players (18 and under) are vital, supporting younger members when they reach intermediate or adult membership is just as crucial.

All should be encouraged to continue their relationship with the golf club. What, therefore, should the golf club consider when trying to improve the retention of its younger members?

The club could examine the causes of juniors leaving the game and see if they can address them.

Golf is no different to other sports in losing young players at 18 years of age and this can be due to a number of reasons, however the great thing about golf is that it is a game for life and many of these young players will return.

Some reasons for leaving include:

- Going to college or university.
- Boyfriends/Girlfriends or getting married.
- Starting a family.
- Buying a car.
- Buying a house.
- Peer pressure.
- Family pressure to do other things.
- No longer having financial support from parents.
- Other financial pressures.
- Starting a career.
- Moving away from home.
- Competition from other sports.

There are also more 'golf specific' reasons at club level, which include:

- Perception and image of golf and club membership.
- Time constraints of playing golf.
- High membership subscriptions.
- High transitional membership fees.
- A steep increase in membership subscriptions and/or entrance fees into intermediate membership.
- Lack of coaching and competitive opportunities.
- Restrictions on playing in the main/adult competition.
- Very strict club rules and regulations.
- Attitudes of the golf club and adult members towards juniors.

- The junior section not being supported by the golf club (including financially).
- A change of personnel within the junior section or not being able to replace the outgoing junior organiser (no continuity).

The following is a list of ideas clubs could consider to help retaining members:

- Developing junior club structures.
- A junior development plan will assist with continuity if personnel change.
- Appropriate coaching provision for junior members.
- The number and variety of competitive opportunities.
- Transition into intermediate and adult membership categories.
- Making the club membership more attractive
 - social activities.
- Minimal or no joining fee.
- Minimal or no transitional fees.
- The cost of subscriptions, especially if there is a big increase between junior fees and intermediate/adult fees.
- Various membership types (trial, 3 month, pay and play basis, units, academy).
- Membership categories beyond junior membership.
- Support for all abilities and target groups, not just the most talented players.
- Examine the clubs rules and regulations
 - do they need updating?
- Communicating with the parents of junior members; ultimately they will probably be paying for their son or daughter's membership.
- Financial support for the junior section.
- Building a stronger relationship between the junior section and other sections of the golf club.

D4

Structured Coaching

Coaching at club level is a vital part of a junior's development. Instruction through a structured system such as the Junior Golf Passport provides a solid footing from which to progress.

Coaching is vital for youngsters to develop and improve their game and this should be conducted as part of a structured programme, delivered by the professional coaching team at the golf club. Volunteers, including junior organisers now have the opportunity to take Leadership and Coaching qualifications, which will allow volunteers to assist qualified coaches.

The golf club should ideally devise a policy for junior coaching to ensure a strategic approach that will develop the juniors along a structured pathway. The policy should address the following:

Coaching personnel

Qualified PGA professionals should always be used to ensure a high standard of coaching and continuity. If available the assistant professional should also be encouraged to assist in the delivery under the supervision of the head professional. It is also recommended that the professionals should attend a Safeguarding and Protecting Children workshop. Volunteer coaches should also be fully utilised. The volunteer coaches should be encouraged to lead sessions under the guidance of the PGA Professional to the level at which they are qualified.

Funding issues

Various sources of funding should be explored and applications submitted where appropriate.

Frequency and times of sessions

The time of year, day of the week and time of the day will all need to be considered in order to ensure maximum support from the juniors. Consultation with the juniors will help to identify the optimum time and establish whether sessions should be during the summer or throughout the year. Coaching throughout the year may ensure regular contact with the juniors and contribute to sustained involvement. It could also include indoor activities such as videos, quizzes and social events. If the sessions are arranged for a consistent time and day, the level of attendance is likely to be higher.

Session content

It is important that juniors are coached on all aspects of the game. Coaching schemes should include putting, short game, long game, bunker play, course management, rules and etiquette.

Age and ability of attendees

Similar ability groups are more manageable for the professional, although this may be difficult where golf clubs have a wide range of ability in a small section.

In large groups, with a wide range of abilities, the professional should fully utilise the assistance offered by the volunteer coaches.

e.g. juniors with handicap first half hour with professional on range, beginners playing skill based games on putting green under the supervision of Junior Golf Leader. Alternate for second half hour.

It is strongly recommended that it is the head professional's responsibility to develop and have an input into the coaching programme and that volunteer coaches are utilised in order to maximise the number of junior members that can attend coaching sessions. Some golf clubs may not have a PGA professional coach based at their facility and in this case the club should investigate using the services of a local professional based at a nearby driving range or golf club. It is appropriate to contact the facility first to ask if you are able to approach the individual.

Coach/participants ratios

Many sports have outlined specific coach/participant ratios, and requests are made to the PGA for the same information. The PGA is keen to protect participants, coaches and helpers, and to provide advice on best practice.

The PGA does not state a specific ratio, to avoid coaches being forced to accept a ratio they feel is unsafe on any particular day. The coach/participant ratio should be set by the coach for each session, based on a risk assessment of the session.

D4

Structured Coaching (continued)

Junior golfers should:

- Have the opportunity to receive regular, competent and enthusiastic instruction by a qualified person to the level which they are qualified to teach on the swing technique, fundamentals of the short game and course management.
- Be taught about the tradition and history of the game, including rules and etiquette.
- Be provided with a structured programme that encourages friendships and social skills.
- Receive sessions, for example skills challenges where the focus is on fun and demonstrate that playing golf can be a great experience that can raise self-esteem.
- Have the opportunity to receive on course coaching.

Golf places strong emphasis on standards of behaviour and, therefore, is an ideal medium through which children and young people can develop six core personal skills – honesty, respect, co-operation, perseverance, concentration and self-motivation – which will help them through their youth and into adulthood.

The above re-enforces Golf Development Wales belief that promoting golf to juniors helps to develop them as well-rounded individuals as well as future golfers which in turn helps to develop the sport (the D3 Strategy).

Child safety should be the prime concern:

- The organiser should greet the children and introduce professional coaches, volunteer helpers and the junior organiser.
- The session content should be outlined detailing what the juniors will be doing, for how long and where.
- The safety aspects associated with the session should be explained.
- Questions should be asked to make sure the juniors have understood what they have been told.

Skills for Life

'D3 – Develop the Golfer = Develop the Person = Develop the Sport'

Children and young people are able to develop golf skills and personal skills through structured development initiatives, which will benefit them for the rest of their lives. Encouraging children and young people to learn and practice the basic golf skills – putting, short game, long game, playing and the golfer's code – will lead to the psychological benefits associated with improvement, personal achievement and life-long participation in sport.

Lessons Application Form.

Pupils Details

Name
 Address
 County Postcode
 Telephone Mobile
 E-mail Date of Birth Age

Course Details

Please give details of the course you wish to attend (if applicable) preferred date/time

Additional Information (*Delete as applicable)

Have you played golf before ? *Yes No

*Are you Right handed Left handed

Other Information

Parent/Guardian Name
 Emergency Contact Number(s)
 Doctors Name Phone
 Allergies/Medical Conditions? (Please list)
 Child Name

Parental Consent

I agree to my child/children participating in any or all of the Golf Coaching sessions listed organised by (enter club/centre name)

In the event of any injury or illness I also authorise the organisers to obtain on my behalf such medical assistance that my child may require. I understand that my child is not allowed to leave any activity session during the stated time period and will not be released unless the organisers are confident that the child is safe.

Signature Date

For Office Use

Cheque Received Receipt Sent
 Course Details Sent Computer inputted

Junior Golf Passport Monitoring

Tri Golf Level 1 Level 2 Level 3
 Level 4 Level 5 Passport Completed

Golf is a game with metal clubs and hard balls and as such has the possibility of inflicting great damage to people around it.

An important part of planning the session will be to evaluate all the health and safety issues that go with coaching golf, both indoors and out, before the pupils arrive.

Some of the main issues, regardless of whether the session is inside or out will include:

- Space between the golfers. Make the pupils aware of what is around them, as well as those close by.
- Ensuring the equipment is suitable. This will include size and weight as well as condition of the grip and club. When coaching juniors ensure that the correct length and weight of the club are available and advise juniors who bring their own equipment as to whether theirs is suitable. The condition of the grip should be such that it can be safely swung without sliding out of a players' hands and check to ensure all the club heads are securely fitted to the shaft. Finally check that the overall alignment of the club is correct, i.e. the shaft is straight and that the lie of the club head is suitable as well as that the grip is aligned correctly when the club head is positioned squarely on the floor.
- Make provisions for any accidents. Have a first aid box close at hand and contact information for a qualified first aid person. Also identify the location of a telephone and the number of the local hospital emergency unit.
- Have procedures when the pupils are brought into a group, close together. Do you want the clubs on the floor, or left by the hitting stations? How should the clubs be left on the floor?
- Medical condition of pupils. On enrolment make sure you are aware of any specific needs or medical conditions that may affect the pupils performance or safety. Take a contact telephone number of someone you can call in the event of a problem.
- Suitable clothing and footwear for the environment. Children especially need to know what will be suitable attire for outdoor activities. Inform pupils of the correct footwear for indoor or outdoor sessions.
- If you want the whole group to practice swing with you, how far apart should they be?
- Explain rules and safety aspects of all your activities. When playing a game or devising a practice drill think about the safety implications as well as how the game will be played. Plan to include this in your introduction to the game.

Outdoors

When the sessions are outdoors, make the pupils aware of their surroundings. This will include:

- Any area where danger may occur from. e.g. other golfers on the course.
- Explain what the word 'Fore' means to beginners.
- Show the positions you wish the pupils to adopt, both for hitting balls, as well as when watching.
- Establish a 'safe' zone behind the row of golfers, where people can walk freely and where no golf clubs are to be swung or held in the pupils hand.

Indoor Guidelines:

- Ensure a register is used to note attendance in case a roll call is required after an Emergency evacuation.
- Check for the nearest fire exit and assembly point.
- Inform pupils of emergency procedure that needs to be followed.
- Check that flooring is adequate, that mats cannot easily move around and that the floor is not slippery.
- Items that may be damaged are removed.
- Suitable indoor equipment is safe. e.g. mats, plastic balls and clubs.
- Check that sufficient lighting is available to give good visibility and that there is enough heating to ensure a comfortable temperature.

D4d

Risk Assessment

Sample Risk Assessment/Session Safety Form.

Venue

Date of Check

Name and position of person doing check.....

Playing area

Check that the area and surroundings are free from obstacles.

Is the area fit and appropriate for activity?

Yes No

(Please outline the hazard. Who may be at risk and action taken, if any?)

.....

.....

.....

Equipment

Check that they are fit and sound for activity and suitable for age group/ability.

Are the Equipment safe and appropriate for activity? (Please refer to Goal post safety leaflet)

Yes No

(Please outline unsafe equipment. Who may be at risk and action taken, if any)

.....

.....

.....

Players

Check that the players' register is up to date with medical information and contact details.

Check that players are appropriately dressed for the activity.

Is/are the register(s) in order?

Yes No

(Please outline current state and action taken, if any)

.....

.....

.....

Are players appropriately attired and safe for activity?

Yes No

(Please outline unsafe equipment/attires and action taken, if any)

.....

.....

.....

Sample Risk Assessment/Session Safety Form.

Emergency points

Check that emergency vehicles can access facilities, a working telephone is available with access to emergency numbers, and that exit points are clear.

Are emergency points checked and operational?

Yes No

(Please outline the issues and action taken, if any)

.....

.....

.....

Is a working telephone available?

Yes No

(Please outline the issues and action taken, if any)

.....

.....

.....

Safety information

Check that evacuation procedures are published and posted somewhere for all to see.

Ensure that volunteers and staff have access to information relating to health and safety.

Are emergency procedures published and accessible to those with responsibility for sessions in the club?

Yes No

(Please outline what information is missing and action taken, if any)

.....

.....

.....

Does the club need to take any further action?

(If yes, please specify)

.....

.....

.....

Signature Date

Name (Print)

Guidelines for Dealing with an Incident/Accident

1. Stay calm but act swiftly and observe the situation. Is there danger of further injuries?
2. Listen to what the injured person is saying.
3. Alert the first aider who should take appropriate action for minor injuries.
4. In the event of an injury regarding specialist treatment, call the emergency services.
5. Deal with the rest of the group and ensure that they are adequately supervised.
6. Do not move someone with major injuries. Wait for the emergency medics.
7. Contact the injured person's parent/guardian.
8. Complete an accident report form.

D4e

Junior Equipment Recommendations

Having the right equipment to play with is imperative.

This is so that a child can develop a motion that will build on skills learnt at an early age rather than have to relearn a movement due to poorly fitting clubs being used while they were youngsters.

Clubs that are too long and too heavy not only make swinging the club well very difficult, they also face injuring the child very early on in their life.

Some Guidelines for fitting clubs

A lot of juniors are given their parents clubs which are 'cut down' to size to start with. This might be alright to see whether or not the child likes the game, but the fact is that these clubs are no good for the child and hamper progress for a number of reasons.

1. Cutting down the shaft to fit the child makes it very stiff and unwieldy for them. Use a lightweight, graphite shaft that has a junior flex shaft in it.
2. The grip size on the cut down club will be far too large for the child's hands. With the correct sized junior club you get a thinner grip that allows the child to hold the club properly.
3. The weight of the club-head is too heavy because it is designed for adult size club. The junior clubs generally have alloy heads that are very much lighter or in the more expensive junior sets, heads are made from stronger materials but are balanced out to suit the strength of the child.

Some industry guidelines for 'height – v – club length' are as follows:

(All measurements in inches).

Player Height	Wood	5 Iron	9/PW
3ft	26 – 27	22 – 23	21 – 22
3ft 6"	29 – 30	25 – 26	24 – 25
4ft	32 – 33	27 – 28	26 – 27
4ft 6"	35 – 36	30 – 31	28 – 29
5ft	38 – 39	33 – 34	31 – 32

Ladies clubs will generally be the next stepping stone after this height.

An Active Junior Section.

Introduction

In order to retain junior members or participants it is essential to retain an active junior section by providing a variety of activities/coaching/competitions that are fun and that also focus on the social side of golf.

Retaining junior members is key, as they are the adult members of the future. With all of the other lifestyle distractions (good and bad), what incentive can your golf club offer juniors to stay in membership?

The junior organisers should consider organising a Calendar of Events, which should be distributed to the juniors; each event should occur as often as possible (weekly/fortnightly) and should also encompass the winter months. They should not only include golf competitions and fun golf events but also social events outside of the game, such as bowling, discos etc. This provides variety, increases the fun element and is an excellent recruitment tool to get their friends interested.

Winter Activities

It is essential to maintain the interest of junior members throughout the winter months to ensure the retention for the following year.

Not all of the activities need to be golf related. Winter activities should also include social activities or team building activities to nurture friendship within the section. Is it also a good way to get to know each other and also to know junior and adult members. Encourage them to bring friends along to social activities and don't forget to also consider the parents.

Some Example Winter Activities:

- Coaching at local Driving Range.
- Golf Quizzes, organised at the Club, possibly in conjunction with the Junior Golf Passport.
- Golf Quiz League, set up with other Clubs in the area.
- Junior Presentation Evening.
- Trip to a 10 pin bowling alley
- Trip to the cinema.
- Cosmetics Party/Pamper Party – For the junior girls, invite their mums.
- Board Game Evenings.
- Chocoholics Party.
- Disco.
- Team Building and Problem Solving Sessions.
- Games Console Evening.
- Ideas evening – e.g. planning for a fundraising event for the Junior Section. Get the juniors to organise it.
- Play other sports at golf club e.g. rounders, table tennis, pool competitions.
- Yoga or Pilates Session.
- Guest Speaker Evening, e.g. Secretary to give a speech on the history of the club.

An Active Junior Section.

Alternative Sports

Funding can be obtained through the Lottery's Community Chest, administered by each Local Authority Sports Development Unit to fund alternative Sports sessions for Junior Sections of Golf Clubs. Contact your local Sports Development Officer for further details.

Annual Calendar of Events

Below are examples of activities which could be organised as part of an Annual Calendar of Events:

- Official Junior Competitions.
- League matches.
- Adult/junior Competitions.
- Par 3 Competitions, particularly for new golfers from the 100 yd or 150 yd markers on the main course.
- Alternative Game Formats.
- Tri-Golf Games in teams.
- Golf Extreme Games in teams.
- Structured Coaching Sessions working towards the Junior Golf Passport, with a presentation evening on completion.
- Fun Matches against other clubs e.g. Mini Ryder Cup.
- County and Regional Golf Events.
- Wee Wonders Events.
- County Competitions, Coaching and Jamborees.
- Trip to a Golf Event. Currently a number of top events are held here in Wales as part of Wales Ryder Cup 2010 and entry for juniors is often free.
- Fun Open Days where juniors are allowed to bring their friends along.
- Summer BBQ, Putting and Chipping competitions.

Ways of introducing rules to children

Against the clock?

- At the end of a session all children to stand in a large circle.
- Leader to decide on subject of the rules quiz e.g. rules on the green.
- Each child in circle asked to say a rule – e.g. repair your pitchmark, stand still, no golf trolleys etc. if they cannot think of one, or are incorrect, they are out.
- Continue around the circle until one person remains.

What happens next?

- Take the children out on the golf course.
- Set up a scenario e.g. ball goes into a yellow water hazard, where should the ball be dropped?
- Ask the children to describe and demonstrate what the rule is and what the correct procedure is.

Who wants to be a Millionaire?

- Have a 'Who wants to be a Millionaire' scenario quiz show.
- Children to volunteer to go in the 'hotseat' and choose one person as phone a friend.
- Ask questions to person in 'hot seat'.
- Remaining children to act as the audience and write down their own answers at the same time.
- Give small prizes.

Solve the Scenario

- Give children a scenario sheet and ask children to return to the next session with answers based on the rules of golf.
- The scenario sheet will have the questions followed by a section for "What do you think the rule is?" or "What is the correct rule?"

Website quiz

- Set up presentation on a laptop and go through the quiz on the GDW website.
- Ask them to create their own rules quiz/extend the existing quiz on the computer, using powerpoint presentation.

Written test

- Photocopy the quizzes provided
- Allow the juniors a set amount of time to complete the test

Runaround

- Mark out a number of coned areas as either True/False or a, b, c, d etc.
- Read the question and ask children to run to the area they think gives the correct answer.

D7

Girls Golf

Playing Catch-up with the Boys!

Introduction

Participation in golf by girls continues to increase annually in Wales. Club membership for girls is also on the increase and this trend must be continued.

Golf Clubs need to ensure that suitable activities both golfing and socially are organised to retain the juniors in the sport whilst improving the standards of play through structured coaching programmes.

Although it may not always be possible, a junior organiser focusing specifically on girls can be beneficial in attracting and retaining girls. However, it is important that there is integration between boys and girls membership.

It is important to dedicate time to proactively recruit more junior girls. Consider running a girl's recruitment initiative, make contact with local groups which are open to girls such as brownies/guides and contact your Golf Development Officer for further assistance. Remember you not alone.

Benefits of Girls' only coaching

Group coaching creates a much less daunting environment for girls and allows the professional coaches to support a higher number of juniors. Although it is important that girls and boys play golf together, there are some circumstances where girls' only coaching is very beneficial. When girls are first starting to hit a golf ball, experience has shown that they respond more positively in a girls' only environment, as they are less embarrassed about their inexperience in golf, and are given the chance to forge strong friendships, which are a vital ingredient in retaining junior girls playing golf.

Girls' only coaching should be organised on a regular occurrence, as often as is possible. Regular contact with other girls at the golf club strengthens their attachment to the club, improves their technique and their playing standard. Irregular or infrequent girls' only coaching does not encourage a commitment from the juniors or allow for a steady progression in skill.

Members of the Ladies Section may wish to become trained up as volunteers to assist the professional coaching staff in the delivery of the girls' only coaching sessions and assist the girls in working towards a structured learning programme such as the Junior Golf Passport.

Work with other clubs

– club cluster idea ('Girls Golf Gigs')

Some golf clubs may be struggling to recruit junior girl golfers and may only have a small number of junior girls at the club. It is a good idea to maintain strong links with other local clubs and create a local club cluster.

Junior girl organisers from neighbouring clubs could get together to organise fun golf visits at each of their clubs. Girls of any standard can participate in various fun golf formats or the cluster group could apply for group girls coaching through Golf Development Wales.

Girls Golf Gigs

A cluster of clubs within Pembrokeshire organise competitions for girl members of any standard, where the emphasis is on fun and enjoyment. There is approximately one competition per month and the clubs involved alternate being hosts of the competition. It is an opportunity for all the girls from the area to meet each other, socialise and have fun whilst playing golf in a fun and friendly format. The parents also get involved and help with scoring etc. The Pembrokeshire clubs have now expanded the scheme to invite some of the clubs within the Carmarthenshire area.

On the following page, please find an example of some of the competitions that took place throughout the winter:

D7

Girls Golf (continued)

Playing Catch-up with the Boys!

Example of Girls Golf Gig Competition schedule:

Date	Venue	Competition
Monday October 23rd	Milford Haven	54 shot – Greensome Foursomes
Sunday November 19th	South Pembs	54 shot – Length of String
Sunday December 10th	Tenby	54 shot – Chapman Foursomes
Sunday January 14th 1pm	Trefloynne	9 hole – Foursomes
Sunday February 11th 1-30 pm	Haverfordwest	54 shot – Texas Scramble

Good Practice

Halloween Hullballoo – A Greensomes competition for Junior Girls playing with a lady held at Caernarfon Golf Club, in October.

24 girls and 24 Ladies took part from 10 different clubs.

There were 4 categories:

- 18 Holes for girls with CONGU handicaps over 20.
- 9 Holes for girls with no CONGU Handicap at age 13 and over.
- 9 Holes for girls with no CONGU Handicap between ages of 11 and 12.
- 9 Holes for girls with no CONGU Handicap under age of 10.

There was also a putting competition and a rules quiz at the end of the golf.

The Caernarfonshire and Anglesey LCGA provided 30 prizes with money donated by the County Veterans.

The same format is then repeated at another local club the following spring, entitled The Easter Extravaganza. The girls learn so much from the ladies especially with regard to Rules and etiquette.

Integrate into both junior and ladies competitions

All junior girls attending coaching at the club should be strongly encouraged to play as much as possible on the course as part of a structured coaching programme. By encouraging the girls onto the course to play 3/6/9 holes a junior handicap can be allocated to them.

Once the girls are competent enough and have attained a Junior Club handicap they should be strongly encouraged to participate in junior competitions at the club. The club should offer a variety of junior competitions, including mixed events. In terms of prizes, there can be overall prizes and separate prizes for boys and girls. The ladies tees should be used for all competition formats once the girls have attained a CONGU handicap.

Junior girls who have attained a CONGU handicap should be invited to participate in Ladies main club competitions. Any restrictions based on ability should be no different to those for adults. Inviting junior girls to participate in Ladies section events will also assist in strengthening the relationship between the senior ladies and junior girl golfers.

D7

Girls Golf (continued)

Suggested programme of lessons for Golf Development Wales Free Girls Coaching.

The following is an outline/guide on what GDW would like to see covered/taught during the 12 weeks of coaching, in line with the recommended Junior Golf Passport coaching scheme.

Lesson

1	Short Game	Chipping
2	Long Game	Move the ball, get the ball in the air
3	Putting	Aim and Direction
4	Quiz	Safety
5	Playing	Play one hole (Parts of the course, Tee, Safety & Order of Play)
6	Review/Re-visit	Recap on any particular aspect(s)

Lesson

1	Short Game	Pitching
2	Long Game	Move the ball in the right direction
3	Putting	Distance control
4	Quiz	Green Etiquette & Scorecard, how to gain a handicap
5	Playing	Play 3 Holes – Green & marking a scorecard
6	Review/Re-visit	Recap on any particular aspect(s)

Recommendations

- Mark out a clear safety line with coloured cones or markings – children should stand behind this line when not hitting the ball.
- Enable the girls to enjoy learning by actually having a go rather than having to watch or listen too much.
- Play games/activities/challenges to maintain the fun aspect and thus the girls' interest (lesson plans and example games are available from GDW).
- Vary the activities as often as possible and ensure that the children get as much time on a task as possible.
- Put the children in pairs or small teams so that they take shots in turn and learn from each other.
- Golf holes can be constructed on a practice ground/field/shortened golf course – with coloured hoops and cones.

D7

Girls Golf (continued)

Golf Development Wales Girls' Start Golfing Scheme.

One of Golf Development Wales' main aims is to increase Junior Girl Membership in Wales. The Girls' Beginner Coaching scheme funds a Golf Professional to deliver 6 x 1hour lessons for a group of beginner girls, under the following criteria.

An additional set of lessons for the same group maybe applied for if the girls are showing particular aptitude and interest.

Scheme Criteria

- Minimum of 6 girls in each group.
- Girls should be non members.
- Professional should follow guidance in terms of what should be taught in the lessons (so that the girls get a comprehensive learning experience of the game).
- Keep a register of all the girls and their attendance record (to be provided).
- Lessons **MUST** be approved **BEFORE** the lessons start taking place.
- Claim form to be submitted at the end of the lessons.

Application and Claims Process

1. Telephone or email your Golf Development Officer for an application form (if you do not already have a form).
2. Application form will be sent out.
3. Complete the application form with all the details and signatures required and return to the address provided.
4. Await for a copy of the approved application form back from GDW.
5. A GDW register and claim form will also be sent.
6. Do not begin until approval is received.
7. Begin the lessons, ensuring that a register and record of attendance is kept.
8. After 6 weeks are completed, return the GDW claim form and register and await payment.
9. If you are applying for a second block of 6-week lessons for the same group of girls, repeat the process as above.

If this process is not adhered to, funding may not be released.

Hannah James
South Wales Officer
t: 07968 453880

Dilwyn Griffiths
North Wales Officer
t: 07968 453870

E

Playing, Practice & Competitions

Engage, Encourage and Nurture.

Introduction

Junior golfers should be encouraged to practice, to help them develop and reduce their handicap and it is important that there are opportunities for them to practice in a safe and interactive environment. Juniors should also be provided with the correct information on practising and this can be achieved by integrating it into a structured coaching programme.

Children should also be encouraged to use the course, to get out there and play, when possible or allowed. This in turn will assist in educating the junior golfer in the etiquette and rules of the game.

Access to regular and diverse competitive golf within the golf club will assist a junior's development and of course is the method by which players reduce their handicap. Juniors should be supported so that they can reach a certain standard to progress onto the course and into competitions, and any restrictions for juniors to compete in main club competitions should be no different to those for adults. Clubs should try to make competitive golf fun for juniors and try using a variety of formats.

However, all this also needs to be balanced with the very important educational requirements of children and young people. Juniors should be encouraged to achieve as best as they can academically and not forfeit their education in favour of playing and practicing too much golf.

Otherwise, what's the point?

To ensure that juniors get to play, golf clubs should consider creating some short holes on their practice ground or any unoccupied parcel of land owned by the club. Juniors who are not yet members of the club but attend junior coaching sessions should be strongly encouraged to use such facilities. A pre-membership club could be set up (i.e. mini tigers club) which would allow the use of these facilities during certain days or times.

Once the juniors can play these holes in a competent manner, allow them to play a few holes on the course. A good time to do this would be after a coaching session or in the evening when the course is quieter.

Allow them to play 9 holes accompanied by an adult or operate a mentor scheme. The adult or mentor will be on hand to advise them on etiquette and course management during the course of play. It may also be a good idea to ask those just graduated from the junior section to act as mentors.

The scores of the juniors should be recorded each time to measure their improvement. Once fairly competent, increase the number of holes from 6, 9, 12, 15 to 18 accompanied by an adult.

The junior's knowledge of the rules of golf, etiquette and course management should also be monitored, as this will determine when a junior is able to play unaccompanied by an adult.

If a golf club insists on its junior members obtaining a maximum handicap of 28 (boys) and 36 (girls) before playing on the course, then the golf club should consider providing an affordable coaching programme that will allow the junior to progress to this level. By not doing so, the golf club may be giving the impression that they are happy to take the junior's subscription, but not allowing them to actually play.

The juniors should be encouraged to work towards attaining a handicap. A handicap is often the easiest way of monitoring the improvement of juniors and provides a real motivation for youngsters to continue or increase their participation within the game.

With understandable pressure on the use of the golf course, it is worth a club or junior section forging a relationship with any nearby municipal course, driving range or par-3 course, etc. in order to gain preferential access for the clubs juniors on a regular basis. This kind of partnership would be jointly beneficial, as the juniors and their parents would more than likely continue to use the partner facility.

Playing: Access to the Golf Course

It is not equitable for junior golfers to have unnecessary restricted access to the golf course based solely on their age.

If restrictions do exist:

- Tee times should be displayed for all golf club members, and a copy given to the parents of the juniors.
- When the demand for tee times is low, restrictions for juniors should be lifted.
- A junior accompanied by an adult should not be restricted.
- All golf clubs should ideally provide an appropriate amount of tee times for juniors consistent with other sections within the golf club.

The retention of current junior members and the recruitment of future golfers could be affected by any restrictions of access to the golf course.

Some golf clubs and golf club members believe that juniors should not have equal playing rights, as they do not pay the same subscription as an adult member. It is important to note that juniors are at school between 160 to 210 days a year and do not have the opportunity to use the club facilities on such a regular basis as the adult members.

There should not be any restrictions in place on the juniors having access to the practice ground.

Making it Playable.

At many golf clubs the ladies' tees (usually red) are considered to be the tees that juniors should use when first playing the golf course. Golf clubs should be more imaginative to support juniors in making the transition from the practice ground/academy course holes onto the full course

Younger players cannot always hit the ball the required distance to carry onto the fairway from the main tees and rather than these juniors having to play from the rough (in some cases the carry will be over water or other hazards), juniors should be encouraged to play the course at quieter times from a more suitable forward position, whilst accompanied by an adult or parent/guardian.

Ideas for junior tees:

From the 150-yard markers

From this position the junior can tee the ball up on the fairway and play to the green. This will allow them to play promptly and not have to hit the ball over a carry they simply cannot make.

From the start of the fairway

As a progression to the above the junior can tee the ball up at the start of the fairway, again there should be non-carries and fewer hazards.

(These two locations would not require any official markings as they are already identified at the majority of golf clubs and would not require any extra maintenance either.)

Where there is a long teeing ground

Or flat ground in front of the main tees, golf clubs could place green tee markers down which indicate junior tees (dependant on the carry, some could be next to the ladies tees).

The longer hitters or juniors with a CONGU handicap

Longer hitters of the junior section should be encouraged to play from the main tee markers.

Graded tee areas

If the club has ample space, tee areas could be graded for different playing abilities. This could be reflected by handicap. i.e.

- 40+ handicap (mini tiger tees, bricks painted orange with black stripes) located at the easiest starting point.
- 28 – 40 handicap (Dragon tees, bricks painted red, green and white) located in a suitable starting position ahead of the junior tees.
- 28 and below (Junior tees, green or blue tee markers) located in a suitable location.

It is important to ensure that all tees, wherever they are located on the course, are fair. The grass should be mowed to an acceptable height and the gradient of the land should be level to ensure fair play.

E2

Practice

"The more I practice, The luckier I get".

Juniors should be encouraged to practice on a regular basis, ideally as part of a structured coaching programme. Practice will help the juniors to focus and improve on their game and can be conducted in a fun and interactive way. Some juniors may wish to spend most of their time on the course, whilst others will understand the benefits of practice.

Here are some important points which can be given to juniors to ensure they get the most out of their practice:

- Players should always warm-up prior to making any practice swings or shots.
- Always place the ball first and go through your pre-shot routine.
- Do not be tempted to hit too many balls in a limited amount of time.
- Do not practice when you are physically or mentally tired.
- Do not continue to practise if things are going badly and progress seems unattainable (don't practise mistakes!).
- Only practice for short periods of time in adverse weather conditions – consistency will be far harder to achieve.
- Always practise shots that are relevant to your own game.
- Practice on the golf course can be very useful – try selecting an alternative club to the one that you usually use from a particular tee.
- Practice helps build up repetition and confidence.
- Quality not quantity.

Model Diary:
of an elite junior working towards County and National Level

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9am – 3.30pm School	9am – 3.30pm School	9am – 3.30pm School	9am – 3.30pm School	9am – 3.30pm School	Practice before competition covering, long clubs through to short game – County Comp/ Club Comp	Golf and other activities
Evening Short Game and Putting (20 minutes chipping, 20 minutes putting/20 minutes chipping)	Evening Junior Comp (Practice net 10 minutes warm up, 5 minutes chipping/5 minutes	Evening Long Game and putting (20 minutes putting, 30 minutes long game, 20 minutes putting)	Evening Rest/Football or rugby match for school	Evening Chipping and pitching practice (30 minutes each)		

E2

Practice

"The more I practice, The luckier I get".

Model Diary:
of an elite full time amateur golfer participating at the highest level

At Home – Practice Week

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8am Breakfast Pitching/Chipping	8am Breakfast Pitching/Chipping	8am Breakfast Pitching/Chipping	Endurance Training /Golf Lesson	8am Breakfast Pitching/Chipping	am Yoga/pilates	Rest day
9.30 – 11am Hit balls 30/60 minutes	9.30 – 11am Hit balls 30/60 minutes	9.30 – 11am Hit balls 30/60 minutes		9.30 – 11am Hit balls 30/60 minutes		
Lunch	Lunch	Lunch		Lunch		
Afternoon Play 9/12/18 holes, 30 minutes hitting balls working on feelings or specific shots	Afternoon Play 9/12/18 holes, 30 minutes hitting balls working on feelings or specific shots	Afternoon Play 9/12/18 holes, 30 minutes hitting balls working on feelings or specific shots		Afternoon Play 9/12/18 holes, 30 minutes hitting balls working on feelings or specific shots	pm Small gym session Play Match	
Snack before gym for 60-90 minutes	Snack before class at gym	Snack before gym for 60-90 minutes		Snack before gym for 60-90 minutes		
8pm Dinner				8pm Dinner		

E2

Practice

"The more I practice, The luckier I get".

Model Diary:

of an elite full time amateur golfer participating at the highest level

Tournament Week (Based on Tournament starting on Friday with practice round on Thursday)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Rest day after finishing tournament the day before.	8am Breakfast Pitching/Chipping 9.30 – 11am Hit balls 30/60 minutes Lunch Afternoon Play 9/12/18 holes, 30 minutes hitting balls working on feelings or specific shots Snack before gym for 60-90 minutes	Travel to tournament or rest day, practice pm (varied) or 8am Breakfast Pitching/Chipping 9.30 – 11am Hit balls 30/60 minutes Lunch Afternoon Play 9/12/18 holes, 30 minutes hitting balls working on feelings or specific shots Snack before gym for 60-90 minutes	Travel Practice Round including warm up and post round assessment and work on short game	Tournament	Tournament	Tournament

E3

Competitions & Main Formats

A junior golfer can only learn and practise so much.

A junior golfer can only learn and practise so much before they become eager to progress into competitions. It is therefore important that a junior golfer is allowed to play competitive golf as soon as they are ready. However they should be supported and taught the required skills to make playing competitive golf enjoyable.

It is crucial that golf clubs offer a variety of junior competitions that cater for all abilities. Mixed competition between boys and girls encourages the development of their games and allows girls in particular, who can sometimes be alone in their membership category, to participate with others of a similar age or ability.

Like all aspects of golf, there should be a structured route for a junior to progress through the various stages of playing competitive golf. Progression into competitive golf should be linked to a structured coaching programme.

The main playing competition formats are:

Stroke Play

The most commonly played competition where only the gross and/or nett scores are counted (the number of strokes taken by a player at each hole is entered on the card) – the winner is determined by the lowest score for each round. (The gross or scratch score is the total before the handicap is deducted and the nett score is the score after the handicap is deducted).

Matchplay

A form of competition in which each hole is a separate competition, the

winner is determined by the number of holes won rather than the total score. If the number of holes runs out the match finishes (if a player is 3 up with 2 holes left the player has won 3 and 2)

Stableford

A Stableford competition is a golf tournament in which the object is to get the highest points score. That's because in Stableford, golfers are awarded points based on their scores in relation to par at each hole. To encourage beginners, the stableford system could be adopted by say awarding 2 points for a bogey or double bogey.

The USGA and R & A define Stableford points in this manner:

- More than 1 over fixed score (or no score returned) – 0 points
- One over fixed score – 1 point
- Fixed score – 2 points
- One under fixed score – 3 points
- Two under fixed score – 4 points
- Three under fixed score – 5 points
- Four under fixed score – 6 points

Four Ball

Four Ball is a match pitting two teams of two players (a total of four balls being played, hence the name) against each other using better-ball scoring.

All four players play their own ball throughout; at the end of each hole, the low score among the two partners on each team is that team's score. For example, Players A and B form one team. On the first hole, A scores a 5, B scores a 6, so the team score is 5.

Four Ball can be played as stroke play or match play and is one of the formats

used at the Ryder Cup.

Handicap allowances for various Four Ball competitions can be used.

Foursomes

Foursomes is a competition format in which teams are comprised of two players each, and the players alternate hitting the same ball (which is why Foursomes is also very commonly called 'alternate shot').

The first player tees off, the second player hits the second shot, the first player hits the third shot, and so on until the ball is holed. Players alternate hitting tee shots so that the same player doesn't hit every drive.

Foursomes can be played as stroke play or match play. As match play, Foursomes is one of the formats used in the Ryder Cup.

Here's a hint for Foursomes strategy:

Try to determine before the round which are the toughest driving holes on the course being played. Factor that into the decision on who hits the tee ball on the first hole.

You want your best driver to be teeing off on as many of the toughest driving holes as possible.

Handicap allowances for Foursomes competitions can be used.

Competitions & Main Formats (continued)

A junior golfer can only learn and practise so much.

Greensomes

Greensomes is a competition format that is a variation of foursomes (2-person teams, each playing one ball). In Greensomes, both players on a team tee off, the best of the two tee balls is selected and that ball is then played alternate-shot until holed.

In regular foursomes, the 2-person team would play alternate shots for the full hole, i.e., only one tee ball would be hit. Greensomes is essentially a 2-person scramble off the tee, then alternate-shot into the hole.

Texas Scramble

Texas Scramble is a competition format that is a basic scramble with a slight twist.

Scrambles involve 4-person teams playing four balls, but with each shot coming from the same spot (the best of the four drives is chosen and all four team members then hit from that spot, and so on).

The variation in a Texas Scramble is that at least four drives of each member of the team must be used during the course of the round: At least four drives hit by Player A, four by Player B, and so on. In a regular scramble, a great driver might have his tee ball used on every hole. A Texas Scramble eliminates that possibility and allows even the weakest driver on the team to get into the action.

In addition to the traditional formats, it is also helpful to let juniors experience fun, enjoyable competitions that are inclusive to all abilities.

Teams of 2, 3, 4 or 5 alternative shorts

Similar to foursomes, however there is no limit to the amount of people with in a team. Teams decide the players who will be starting each hole and the order of play. The total amount of shots is counted on each hole.

This format is ideal for beginners when firstly introducing them to the course and when there is only one supervisor per 5-10 people.

This can also be played when working with large groups, such as on a schools taster day, when wanting to give the all participants a chance to play part of a golf hole.

Bag Raid

Bag Raid, aka Pick-Up Sticks, is a match play game between two players. It's pretty simple: Every time a player wins a hole, his opponent gets to choose one club from his bag and remove that club from play.

Example: After A wins the first hole, B removes A's pitching wedge from play. For the rest of the round, A cannot use that pitching wedge.

Any club can be chosen, but most players give immunity to the putter (otherwise it would be the first club to go, and putting is hard enough without having to do it without a putter). The strategy - well, aside from the strategy of not losing holes - is to first remove from your opponent's bag the clubs which he's most comfortable and best with.

When playing Bag Raid, make sure you carry the maximum allowed 14 clubs at the start of the round.

Bag Raid can be a good game for learning creative shots and practicing draws, fades, punch shots and the like. Because by the turn - unless you're winning every hole - you'll be playing shots for which you may no longer have the appropriate club

Bingo Bango Bongo

Bingo Bango Bongo is a points-based game that can be played by any number of players, from two up.

In Bingo Bango Bongo, three types of achievements are rewarded with a point. The first player in a group to get his ball on the green gets a point (bingo). The player in the group whose ball is closest to the pin once all balls are on the green gets a point (bango). And the player in the group who is first to hole out gets a point (bongo).

Add up the points at the end of the game, high points wins.

Bingo Bango Bongo gives weaker players a chance to earn points because what matters is being first at something. For example, all members of the group tee off on a par-4. The player who hit the worst drive (farthest from the hole) plays first, and so has the first shot at winning the bingo point.

So, too, with closest to the pin.

The best players in the group are likely to be on the green in two (or three on a par-5), while the weakest players might be chipping. The closest-to-the-pin point is only earned once all balls are

on the green, so the player who has hacked it up the fairway may be sitting just off the green and chipping - giving that player a great chance to pick up the bango point.

Because of these factors (and because the first person putting will be the one farthest from the hole), strict etiquette must be enforced. The player who is away always plays first.

For a variation, throw into the mix that any player winning all three points on a hole wins double points.

Criers and Whiners

Criers and Whiners is a game of do-overs, or mulligans that can be used from any point on the course. In Criers and Whiners, handicaps are converted into free shots that are used during a round.

Say a player has a handicap of 14. Rather than applying the handicap in the proper manner, the player is instead given 14 free shots to use at any point on the course, at any time. Hit a bad shot off the second tee? Hit it again. Now you've got 13 left.

The game can be played with full handicaps (as in the example above) but it most common to use only three-fourths or two-thirds of handicaps. That forces the player to be judicious in using his replay strokes.

Two other conditions usually apply:

The first tee shot of the day may not be replayed, and no shot can be replayed twice.

Fun Alternative Competition Formats (continued)

Eclectic (Eclectic Tournament)

An eclectic, or eclectic tournament, is a multi-round golf tournament that results in one 18-hole score per player.

Eclectics work this way: Participants play X number of rounds, and compare their scores on each hole per round. The lowest score made on each hole is recorded, producing an 18-hole score.

Example: There are three rounds; in Round 1, the golfer makes a 6 on hole No.1; in Round 2, a 7 on hole No.1; in Round 3, a 4 on hole No. 1. That golfer's score for the first hole is a 4.

The lowest of each round's scores per hole are recorded on one scorecard and turned in as the final score.

An eclectic can be a stand-alone event contested over consecutive days, or it can be a tournament that runs concurrently, over longer time periods, with other, unrelated tournaments.

Flags (Flag Competition)

Flags is a competition format in which golfers begin the round with an allotment of strokes, then play the course until their strokes run out.

The game gets its name from the fact that little flags are usually given to competitors to stick in the ground at the point at which their final shot is played.

The golfer who stakes his flag the farthest around the course is the winner.

Example: Your allotment is 75 strokes. You play the course until you hit your 75th shot, which, let's say, comes on the 16th fairway. That's where you plant your

flag. If no other player's flag is planted beyond yours – say, on the 16th green or 17th tee box – you are the winner.

Flags can be played using full handicaps or partial handicaps to determine the stroke allotment. A player with a handicap of 21, for example, receives 93 strokes on a par-72 course if full handicaps are used (72 plus 21).

Using full handicaps often means that several golfers will reach the end of 18 holes with strokes left; those golfers would go back to No. 1 and keep playing. Alternately, all players with strokes remaining can stop after 18 and the golfer with the most strokes remaining is the winner.

Using partial handicaps, especially two-thirds, usually means that nearly all players will use up their strokes before completing 18 holes. If players are tied – a number of players make it to the 17th green or 18th fairway, for example – closest to the hole wins.

Gruesomes

Gruesomes is a 2-person team game that is more common as a fun game but is also sometimes used as a tournament format.

In Gruesomes, both members of the team tee off – and then the opposing team selects which drive they have to play. Needless to say, the opposing team is likely to select the worst – or most gruesome – of the two drives.

Following selection of the tee ball, the teams play out the hole in alternate shot fashion. The player who hit the 'gruesome' tee ball also plays the second shot.

Par Is Your Partner

'Par Is Your Partner' is a rule or stipulation put into place in a tournament that limits a player's or team's maximum score on each hole to a net par. It's a pace-of-play measure to keep tournament rounds from reaching excessive lengths.

When 'Par Is Your Partner' is in place, you pick up your ball and move on when you can no longer beat a score of net par on the hole you're playing (net par is the maximum score, so that's what you write on the scorecard if you pick up).

'Par Is Your Partner' can be used in conjunction with just about any format but is especially popular in scrambles. A tournament using Par Is Your Partner can be scored at stroke play using handicaps, or sometimes a point system is employed.

When the point system is used, 'Par Is Your Partner' works this way: a net birdie is worth 1 point, a net eagle 2 points, a net double eagle 3 points.

Since net par is the maximum score, pars are worth 0 points. In this case, total points rather than strokes is what determines the winner.

Fun Alternative Competition Formats (continued)

Scramble

The Scramble is one of the primary forms of tournament play for golf associations, charity events and the like. A scramble is usually played with 4-person teams, but 2-person scrambles are popular, too. At a 2-person scramble, handicaps are usually applied; at a 4-person scramble, handicaps are usually not applied – unless it is an Ambrose-style scramble.

In a scramble, each player tees off on each hole. The best of the tee shots is selected and all players play their second shots from that spot. The best of the second shots is determined, then all play their third shots from that spot, and so on until the ball is holed.

When played as a foursome, teams are usually constructed with an A player, B player, C player and D player, with those players designated based on handicaps.

The A player would be the low-handicapper, the D player the high-handicapper.

A scramble might require A and B players to tee off from the back tees and C and D players from the middle tees; or A's from the back, B's and C's from the middle and D's from the front; or the tournament organizers might specify that all players play from the same set of tees.

String It Out

String It Out is a tournament format that is best played with partial handicaps because it includes a twist that offers a small boost to higher-handicappers.

All players are issued a length of string prior to the round's start. The string can be used at any time during the round by a player who wants to improve their lie.

The catch is that each time you use your string, you must cut off the amount of string corresponding to the distance your ball was moved e.g. move your ball six inches to get out of a bunker, cut six inches off your string (a ball can be moved out of any hazard other than a water hazard).

The string can be used at any time, but obviously, must be used judiciously or it runs out pretty quickly.

There are a couple options for the length of the string. All players can be issued the same length (usually a yard). In that case, use full handicaps. Or a player can be issued a length corresponding to his handicap. A 15 handicapper would get 15 feet of string; a 2 handicapper two feet. In that case, use partial (usually 3/4) handicaps.

Three Club Monte

Three Club Monte is a golf format that requires the players to pick just three clubs to use during their round. All players are allowed their putters in addition to the three other clubs they choose. The choice of clubs can't be changed during the round – once you've chosen a 3-wood, 5-iron and 9-iron, for example, those are the only clubs (other than putter) you can use during the round.

Three Club Monte is a good game to play in order to learn and practice half-shots, knock-downs and so forth.

E4

Juniors in Adult Competitions

Once a junior has obtained a CONGU handicap (and certainly once they have reached a handicap of 24 or less) they should be allowed to play in the main monthly medals and other club competitions, as long as they meet with the handicap criteria of the specific competition. It is recommended that ability (not age) should be the only factor for juniors entering, providing that the handicap limit for juniors is no different to adults. Golf clubs should examine any competition restrictions for juniors in possession of a CONGU (official golf club) handicap and review their competition entry criteria to make them more equitable.

Juniors should in fact be encouraged to play in competitions, to help them maintain an accurate handicap and avoid criticism.

Each golf club should hold a Junior Championship for their junior members, having a gross and nett score winner for boys and girls.

Clubs should not preclude junior members from entering club competition by virtue of age alone:

Many golf clubs agree that ability should be the benchmark whereby a junior golfer can enter main club competitions or represent the golf club in matches. **Juniors can be considered for entry subject to the following:**

- Attainment of a CONGU playing handicap of 28 (36 for girls) or less.
- The Junior Organiser is satisfied that they are competent to play.
- Passed a knowledge test on the basic rules of golf.
- Passed a knowledge test on golfing etiquette.
- Obtained a certificate of competence (as part of a structured coaching programme).
- Must be accompanied by an adult club member or junior over 14 years of age.

If a golf club has a handicap restriction of 18 for juniors entering a monthly medal, but allows adult members to play on a higher handicap, this would be viewed as inequitable. However, if golf clubs are unable to change these rules, juniors should at the very least be provided with their own junior medal competition, preferably on the same day.

Juniors may be restricted from playing in certain events if they are endorsed or sponsored by enterprises seen as inappropriate for such an age group.

Golf Union of Wales Statement

1. Junior Membership

Golf clubs are recommended not to impose arbitrary age limits on Junior Membership, but to consider each application on its individual merits subject to the facilities available at the club and the degree of junior organisation and guidance within the club. Clubs are reminded of the need to encourage and welcome juniors into the sport. Ideally, clubs should provide some form of pre-membership club for those very young children beginning in the sport.

2. As a general principal, the Golf Union of Wales (GUW) would wish to see clubs imposing the minimum of restrictions upon its junior members and the maximum integration of its junior members in the routine activities and competitions of the club.

3. Junior Entry into Club Competitions and Teams

The Golf Union of Wales recommends that clubs, counties and other organising bodies, should give the fullest possible access to all club and other competitions to its junior members.

The Union do however recognise that there may well be some restrictions and conditions of entry, but these should be kept to a minimum and be justifiable. Any conditions should be based on playing ability and maturity on the course [factors not always related to the age of the junior member], and **should be no more onerous than for adult members.**

It is not justifiable for instance to exclude a 13 year old 20 handicapper from a club competition and allow a 28 handicap new member to play. If the junior is good enough to acquire a full club handicap then subject to reasonable conditions he/she should not be discriminated against at the club.

All clubs should seek to fully integrate and welcome its junior members into the main body of the club. Entry conditions such as requiring juniors to play with adult members in club competitions are not unreasonable and where other restrictions are imposed they should be as liberal as possible. In particular this issue is one which should be discussed fully with the Junior Organiser and his team, and the club should be aware of recommendations from the Junior Organiser as to the suitability of individual juniors to enter competitions and represent the club.

E5

Junior and CONGU Handicaps

Introduction.

Obtaining their first handicap is a memorable experience for many junior golfers and golf clubs should aim to make this process simple and not too lengthy. A handicap is often the easiest way of monitoring the improvement of juniors and provides a real motivation for youngsters to continue or increase their participation within the game. There is now an even easier way for golf clubs to assign beginner junior handicaps through the recommended CONGU scheme, allowing juniors to obtain a handicap from 29 to 54. This then allows seamless progression to the full CONGU® handicap scheme (28 and below).

Golf Development Wales and The Golf Union of Wales encourage clubs to adopt the Beginner Junior Handicapping Scheme recommended by CONGU, that helps to:

- Initiate a common policy for all juniors across Wales.
- Make it easier for juniors to obtain their first handicap.
- Link with the national CONGU scheme (28 and below).
- Cater for juniors of varying abilities
- Help junior organisers maintain junior handicap.
- Allow juniors to compete against each other from an early stage.
- Provide juniors with a handicap of between 29 and 54, with the junior only having to play a minimum of 6 or 9 holes to obtain it.

This type of scheme helps to encourage and motivate new junior golfers, who perhaps can only manage 6 or 9 holes of golf during one visit, but need to be able to measure their own progression and compare themselves against other juniors. The beginner junior handicap awarded is not an official full CONGU handicap (28 and below), but is a form of club handicap recommended by CONGU, which the club can modify to suit its own needs.

Another advantage of using this format is that clubs can compete against each other using higher handicaps.

E5a

Beginner Junior Handicapping

Handicapping juniors before their ability warrants a full CONGU® handicap i.e. Beginner Junior Handicap (54 to 29).

Appendix K of the CONGU Unified Handicapping System

The Council of National Golf Unions recommends the following procedures for allotting and adjusting handicaps for Juniors. **N.B.** Girls figures are in square brackets []

1. Obtaining a Handicap

- 1.1 To obtain a handicap a junior shall submit three cards at his Home Club (preferably over a Measured Course) each of which shall be signed by a person acceptable to the Club Committee.
- 1.2 Any score more than 2 [3] over par at any hole shall be amended to 2 [3] over par. (The maximum reduction under this clause shall be 6 strokes per round.)
- 1.3 After these reductions have been made an Exact Handicap shall be allotted equivalent to the number of strokes by which the best of the submitted rounds differs from the SSS of the course.
- 1.4 Juniors justifying a handicap of 28 [36] or less shall have their handicap controlled and adjusted in accordance with the stipulations contained in the current CONGU® Unified Handicapping System.
- 1.5 Handicaps in the range 29 to 54 [37 to 54] may be allotted as Club Handicaps to those juniors not capable of playing to a handicap of 28 [36] or less.

Note:

At the discretion of the Home Club it is permissible for Club Handicaps, in the range of 29 to 54 [37 to 54], to be allotted to juniors submitting cards over 6 or 9 holes, such cards to be adjusted to an 18 hole score, e.g. a junior with

a 'best of three' score of 60, adjusted in accordance with paragraph 1.2, over 9 holes on a course with a par of 35 would receive a handicap of $(60 \times 2) - (35 \times 2) = 50$. It is recommended that this concession should only be applied to juniors of 14 years or younger.

Simplified:

60 (total shots) $\times 2$
 $(9 \text{ holes} \times 2 = 18 \text{ holes}) = 120$
 35 (par for the 9 holes) $\times 2$
 $(9 \text{ holes} \times 2 = 18 \text{ holes}) = 70$
 $120 - 70 = \text{Handicap of } 50$

2. Alterations to Handicaps

- Juniors with a handicap of 28 [36] or less shall have their handicap adjusted in accordance with clause 16 of the CONGU® Unified Handicapping System, otherwise:
- 2.2 Returns of 1–6 strokes below the SSS will result in handicap reductions of 0.5 of a stroke for each stroke below the SSS.
 - 2.3 Each additional stroke below the SSS will result in a further reduction of handicap of 1 stroke, e.g. A junior with a Club Handicap of 42 returning a nett score of 64 over a course with an SSS of 72 will be reduced as follows:
 $42 - (6 \times 0.5) - (2 \times 1) = 37$
 - 2.4 No CSS shall be calculated, Buffer Zones do not apply and handicaps shall not be increased other than in exceptional circumstances under clause 19.
 - 2.5 When a junior's handicap is to be reduced so that it goes from a Club Handicap to a CONGU® Handicap, it shall be reduced at the rate appropriate to the higher category only as far as brings his handicap down into the lower

category. The balance of the reduction shall be appropriate to the lower category, e.g. a junior boy with a Club Handicap of 30 returning a nett score of 64 over a course with an SSS of 70 shall be reduced as follows:

$30 - (4 \times 0.5) - (2 \times 0.4) = 27.2$
[a junior girl with a Club Handicap of 40 returning a nett score of 64 over a course with an SSS of 73 shall be reduced as follows:
 $40 - (6 \times 0.5) - (1 \times 1) - (2 \times 0.5) = 35$]

(Such a junior, having attained a CONGU® Handicap, will subsequently have his handicap adjusted under paragraph 2.1.)

3. General

- 3.1 All junior Qualifying Competitions involving competitors with a handicap of 28 [36] or less shall be played off a Measured Course with an official SSS.
- 3.2 The scores of competitors playing from a Club Handicap shall be excluded from any CSS calculation.
 - In the event of a majority of juniors competing with Club Handicaps, it may not be practicable to play off a Measured Course, in which case those with CONGU® Handicaps may only be adjusted under the terms of clause 19. Alternatively, if mixed handicaps, i.e. CONGU® and Club are competing, separate Divisions may be run, CONGU® Handicap juniors playing off a Measured Course, Club Handicap juniors playing off tees deemed by the Club to be appropriate to their age and standard.

Handicapping juniors with full CONGU® handicaps.

Again it is important that the handicaps of juniors with the ability to justify a full CONGU® Handicap are administered on the same lines as any other member of the club.

The Right Way

- Give juniors ample opportunities to play in Qualifying Competitions over the same measured courses (with an SSS) as the rest of the club.
- Calculate a CSS for these competitions.
- Make sure that the Competitions are organised and supervised correctly.
- Only use appropriate General Play adjustments (see below).

The Wrong Way

- Organise junior competitions over courses without an SSS.
- Not calculating a CSS for junior competitions and then have to rely on applying General Play provisions to adjust handicaps.
- Only apply reductions to junior Handicaps, never increases. It is very important in the development of a player to get them to realise that whilst their handicap goes down after a good round it goes up after a bad one.
- Rely on the club official responsible for juniors to make all handicap changes as he sees fit.

As with all other parts of the handicapping process the importance of working, and adhering, to the principles of the CONGU Unified Handicapping System cannot be over-emphasised. Having Handicaps that are related to ability in exactly the same way as they are at other clubs is just as important for Juniors as it is for other playing members.

Use of General Play (Clause 19) for Juniors

It is probable that, particularly during Holiday periods, juniors will improve and it is important that clubs organise as many competitions for juniors as possible. Clubs should not be tempted to over-apply General Play and when they do the principles and justifications for adjustment must be the same as for the rest of the members.

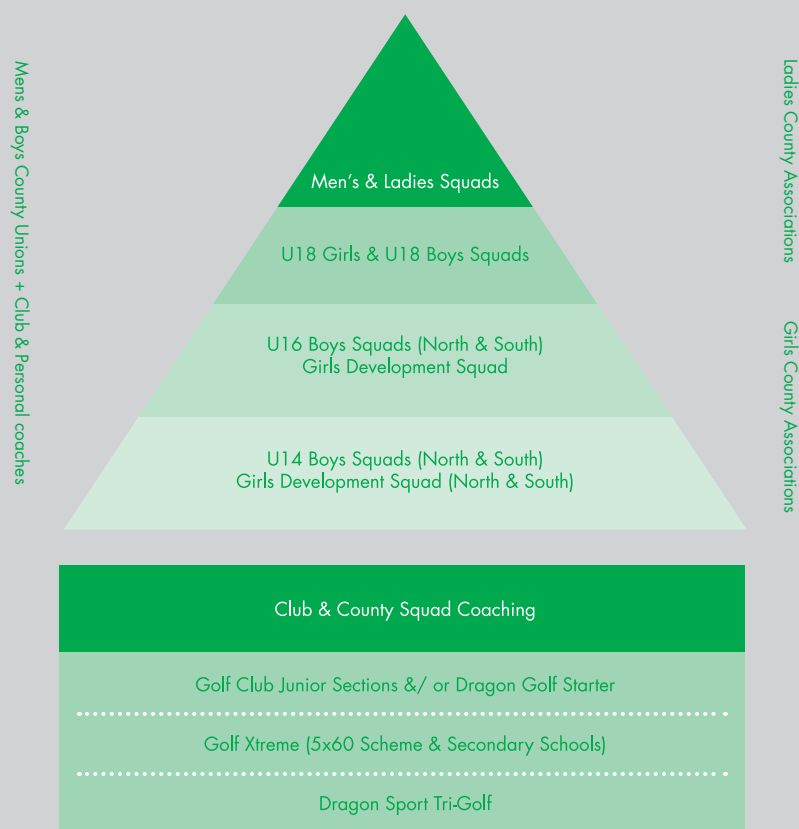
However tempting it may be to apply severe cuts, care must be exercised not to over-apply the reductions. It is extremely important to understand that giving a Junior too low a handicap may lead to pressures on them (either self-applied or by peer pressure) to produce scores they are simply not capable of returning. These pressures in turn can lead to problems with players, only one of which is a reluctance to report 'bad' scores that will make the handicap go up.

E6

Player Pathways

How to progress in the game.

Fig. 8 – Development & Player Pathway



Children come into the game of golf via many alternative routes, be it via association with parents or grandparents, a friends introduction or via some of the more recent initiatives such as Dragon Sport Tri-Golf or Golf Xtreme, etc (as highlighted in figure 8).

However, as they progress in the game, it is then typical for talented players to be identified by their respective Coaches and County Unions / Associations in order to receive some additional County coaching in preparation for County Team selection, which can now be at quite an early age.

As an example, one County in South Wales sets Boys handicaps of less than 20 for the initial coaching scheme and at less than 15 for the Under 14 Squad. The Under 16 Squad would require a Handicap of 7 or less for Coaching and Team Selection, whilst the Under 18 Squad would generally have a range of 4 down to scratch. The coaching for the U18 or Elite Squad, consists of short game coaching and a full day session at one of the Coaching Centres of Excellence.

A full list of contacts for each County is available from either the GDW or GUW websites:

www.golfdevelopmentwales.org
or
www.golfunionwales.org

How to progress in the game as a career.

- Golf is now very much a profession outside of actually playing it competitively.
- There are a variety of new qualifications available e.g. a two year Foundation Degree in Golf Management Studies at Newport University or a BA Hons in Applied Golf Management Studies at Birmingham University.
- For some, the career will embrace the traditional PGA Qualification which now enables the student to concentrate on Retail or Coaching or Club Management or Administration. Others like Steven Dodd, Bradley Dredge and Lydia Hall will pursue full-time playing opportunities.
- PGA Professionals receive extensive training in equipment and technology and many are employed by the likes of Ping, Mizuno and Taylormade in their Custom fit centres.
- PGA Professionals with real skill and flair for coaching play a key role in developing the best young amateur players and implementing coaching programmes at County and National level.
- Other opportunities include Sports Nutrition, Physiology and Psychology or even Course design, architecture and construction.
- There are also local Colleges offering a golf component to their study offerings, e.g. Pencoed, Pembrokeshire and Gorseinon offer Sports & Exercise Sciences Courses with a golf focus.
- Gorseinon College cover topics such as Practical Sports Coaching Exercise Physiology, Sports Psychology and Biomechanics.
- Pencoed College also offers a Greens Staff Management Course, and alumni include Ashburnham GC Course Manager, Huw Morgan. Huw has also worked in Southerdown GC and The Wilderness Club in Seven Oaks.

For further details, check the GDW website:

www.golfdevelopmentwales.org

F

Coach/Volunteer Recruitment & Education

Enjoy the role of Coach or Volunteer, in whatever capacity,
and bask in the satisfaction of making a difference.

Most golf clubs have access to a professional coach but all golf clubs also need a variety of help and support from volunteers.

This section will help the club identify and formulate recruitment procedures for both paid positions and voluntary positions.

It will also identify how both coaches and volunteers can receive training and education that is essential for them to develop and therefore for the junior section and club to develop.

F1

Recruitment Procedures

Most 'Volunteers' are nothing of the sort. They seldom actually volunteer but are asked to help – if you don't ask, you don't get!

The role of the junior organiser is very important and therefore the golf club should recruit a junior organiser in a professional and structured way, to ensure both the individual and the golf club understand the process and the remit.

The junior organiser and other volunteers should also feel valued and appreciated by the club and the junior members.

Below are some pointers that clubs could use when recruiting a junior organiser and/or additional volunteers.

- Sometimes people are too shy to volunteer, but love to be asked – *ask them!*
- *Ask parents/guardians* if they would like to help. They often stay around waiting for their children so they may rather be involved.
- *All parents/guardians* to complete a Volunteer Recruitment Form when their child enrolls as a member or participates in group coaching sessions at the club (see sample 1).
- Put a poster requesting help and the role description on the golf club's notice board, in the newsletter and on the club's website. **See Section (F1b) – Example Role Description**
- Try advertising with Volunteering Wales www.volunteering-wales.net. You can 'add an opportunity' to their current list, which will be seen by all those who are searching for opportunities to volunteer in sport, in your area.
- Success breeds success. Older youth players can help support the junior section and this tradition/expectation can continue within the club, so players know that if they stay, they will automatically end up helping as they get older. This can be built into the club structure.
- People are often more keen to become involved if a time limit is given and they know how long they are volunteering for e.g. "Can you help us for the next 6 weeks?" "Can you help for 45 minutes every Sunday?"
- Have a plan/rota outlining when and where the volunteers are needed – so that they can see their time commitment and involvement.
- Whenever volunteers leave, get feedback and *ask why?* This can help when recruiting further volunteers.
- Most people helping at the club are doing so in their own time for the love of it! – remember a *thank you* goes a long way!
- Set time aside to get to know each of your volunteers – discuss their strengths and areas they'd like support with.
- Reward volunteers and make them feel valued. **See Section (F3) – Rewarding Volunteers**

Recruitment Procedures (continued)

Framework for Safe Recruitment

As good practice and to prevent unsuitable people from working within junior golf, it is important that all reasonable steps are taken to ensure all individuals working at the golf club, either paid or unpaid, are appropriate and able to work with young people.



Recruitment Procedures (continued)

Communicating and meeting with your volunteers.

In order to avoid overloading your helpers and therefore avoid discouraging them, it is best to find out exactly why, and how much, they want to help. You can then assign a task or tasks which will suit them.

What does the volunteer want to get out of volunteering? (why are they doing it?)

- Do they want to do more training courses/qualifications or not?
- Experience to go on CV/school record of achievement.
- Some experience to help career
- Nothing – just doing it because they enjoy it.
- Just doing it because they are needed.
- Parent of one of the juniors.
- To put something back into the sport.

What is the volunteer ready for/confident enough to do?

- Do they know what their role entails?
- Are they happy to get on with the role right away?
- Are they expecting to take the lead or help?
- Have they been on any relevant courses?

How long will the volunteers be needed for?

- How much time do they have?
- Give them options of what roles are available and their time commitments.

e.g.

- Signing the children into competitions
– 45 mins per week.
- Transporting children to driving range in winter
– 1hrs per fortnight.
- Assisting with beginner coaching
– 1hr per week.
- Checking competition scorecards
– 45 mins per week.
- Supervising juniors on the golf course
– 1 hrs per week.

Roles additional volunteers could take on:

- Schools links person
– coordinating Dragon Sport Tri-Golf in schools.
- Team affairs
– looking after junior team matches.
- Social Calendar
– planning and organising social events.
- Running weekly competitions
– major trophies and social competitions.
- Transport
– transporting juniors to matches/open days/winter lessons in driving range.
- Skills/Coaching
– organising and supervising coaching or practice on weekly basis in conjunction with the PGA Professional.

Sample 1 – Club Volunteer Recruitment Form.

Name

Are you a parent of one of the juniors?

Yes No

Junior's name

Tel

Email

Address

CRB (Police) check?

Yes No

First Aid Qualified?

Yes No

Please tick if you have attended any of the following courses:

- ☐ Safeguarding and Protecting Children
- ☐ Tri-Golf Activator Workshop
- ☐ Junior Golf Leader Workshop
- ☐ PGA Level 1
- ☐ Other

How would you like to help with the Junior Section?

- ☐ Assist with junior coaching
- ☐ Run a Dragon Sport Tri-Golf Club
- ☐ Administrative work (collect money, take registers, monitor handicaps)
- ☐ Transport juniors
- ☐ Supervise juniors on the course
- ☐ Organise social events
- ☐ Organise competitions
- ☐ Other

F1a

Recruitment Procedures (continued)

Sample 2 – Club Volunteer Application Form.

Position applied for

Personal Details

Title (Mr/Mrs/Miss/Dr/Other) please specify

Full Name

Any previous surname

Date of Birth

National Insurance Number

Present Address

Post Code

Tel

Mob

Work

Email

Current Occupation

Job Title

Name and address of organisation

.....

.....

Employment dates

From To

Relevant Experience

.....

.....

.....

Previous experience of working with children and young people

.....

.....

.....

Sporting (other coaching/leader qualifications)

.....

.....

.....

Reasons for applying

.....

.....

.....

F1a

Recruitment Procedures (continued)

Sample 2 – Club Volunteer Application Form (continued).

References

Please provide the names and addresses of two people who know you well (who are not related to you) who have first-hand experience of you working with children and who we can contact to obtain a reference. With your approval, we will also contact your employer (where appropriate) to obtain a reference

Name

Address

Tel

Name

Address

Tel

I am a member of the Golf Club

Yes No

Do you speak welsh?

Yes No

Do you have a current CRB (police) check?

Yes No

I agree to abide by the Golf Clubs relevant Codes of Conduct and confirm that the information I have supplied in completing this form is correct and true.

Signature Date

F1b

Example Role Description for a Junior Organiser

Junior Organiser Role

To be in charge of and coordinate the Junior Section of the golf club, with help from club volunteers, parents and the professional.

Responsible to

– The club manager/secretary and club committee.

Time commitment – one afternoon/evening per week (Junior day) plus any extra events/days/hours necessary for effective running of the section. e.g. match days, club outings, junior opens, administrative work) particularly at weekends and school holidays.

Knowledge and Training required

It is recommended that the Junior Organiser attends the following courses:

- Safeguarding and Protecting Children Workshop.
- Junior Leader Workshop/Junior Organiser Workshop.

Other workshops that may interest and benefit the JO:

- Dragon Sport Tri-Golf Activator workshop.
- PGA Level 1.
- Emergency First Aid.

Support from the golf club

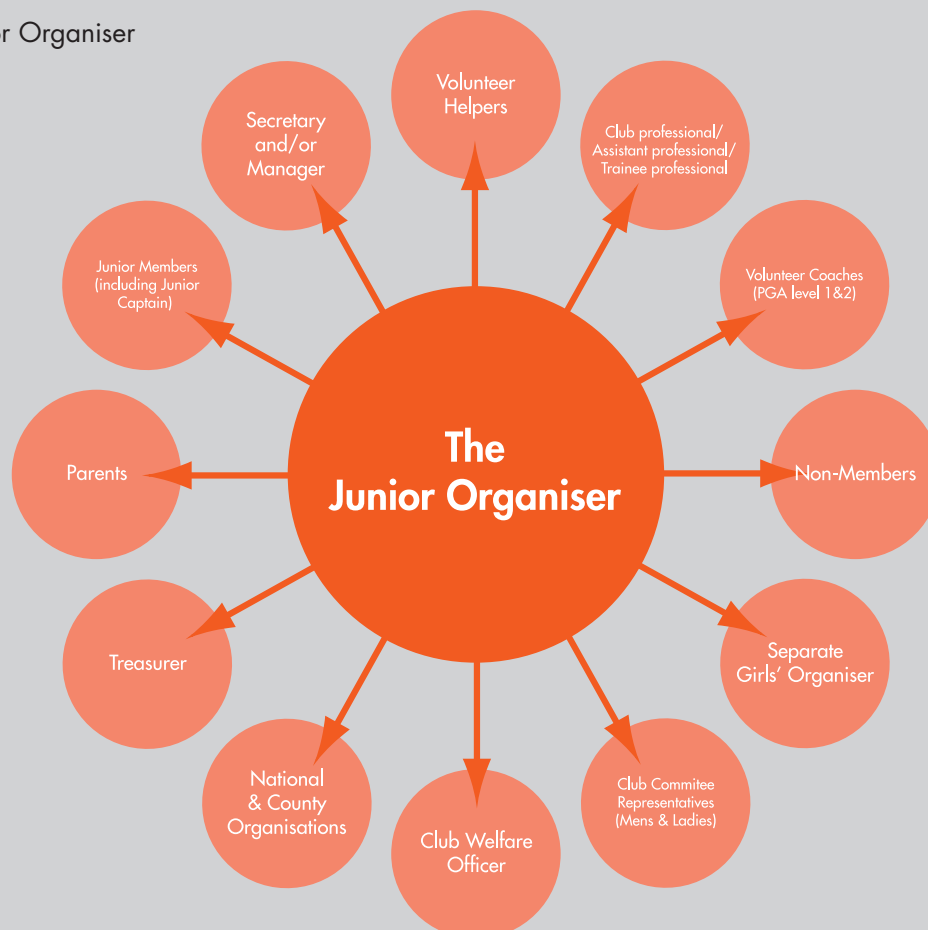
The JO will receive full support from the club committee, secretary/manager and the Professional. The club committee will do its utmost to recruit volunteers to assist with the role.

The JO will receive expenses for all travel, accommodation and subsistence costs they may incur.

The JO will receive the following benefits:

e.g. reduced club membership, reduced lessons, food vouchers.

Fig. 9 – Who Junior Organiser communicates with



F1b

Example Role Description for a Junior Organiser (continued)

The Junior Organiser cannot do the role alone. He/she will require full support of the golf club and help from other volunteers in order to maintain a healthy and active junior section.

Example tasks that the JO will coordinate:

- Arranging competitions and a coaching programme for junior members (by working with the Professional).
- Helping recruit additional volunteers
- Co-ordinating coaching (taster) sessions for non-members.
- Arranging matches against other clubs and/or other sections (e.g. ladies)
- Monitoring and updating junior handicaps.
- Producing junior handbook, newsletters and content for a website.
- Communicating with parents, members and appropriate individuals.
- Working with the club committee to allocate funding for the junior section and to ensure it is a main item on the club's agenda.
- Helping to produce, implement and maintain a junior development plan.
- Accessing funding from Local Authority, Golf Development Wales and others to help develop junior structures.
- Recruiting new juniors through links with schools and the local community.
- Supporting the juniors as they move into adult membership, to ensure they are retained.
- Liaising with the County Union/Associations to provide the best opportunities for juniors at the club and helping to identify talented golfers.
- Supporting and implementing child protection policy and procedures.

A Junior Organiser may not be able to take on board all of the above areas at once and some things may not be achievable due to time constraints and/or resources. Delegate certain tasks to parents, club officials, the Professional and the juniors themselves.

Dragon Sport Tri-Golf Activator Workshop

- For: teachers, parents, young volunteers, golf club volunteers, community coaches.
- 2 hr workshop.
- For those wishing to set up and run a Dragon Sport Tri-Golf club for Primary aged children, at a school/golf club/ leisure facility.
- Free of charge or £10 p/person under certain circumstances.
- 14yrs +
- Dragon Sport Tri-Golf Equipment available free of charge for new clubs.



Junior Golf Leader Workshop

- For: teachers, parents, young volunteers, golf club volunteers, junior organisers, community coaches, PGA Pros.
- 6 hour workshop.
- Learn to organise and supervise small groups of children during fun, game-based practice or coaching sessions – in schools, leisure centres, or clubs.
- To assist a more qualified coach.
- £35.
- 16yrs +
- No knowledge of golf required.

PGA Level 1 Qualification

- For: teachers, parents, young volunteers, golf club volunteers, junior organisers, community coaches, PGA trainees.
- 2 day workshop (+ 30 hrs coaching to progress)
- Qualification enabling individuals to deliver aspects of golf coaching sessions, normally under the supervision of a more qualified PGA Professional coach.
- £200.
- 16yrs +
- Basic knowledge of golf required.



PGA Level 2

- For: those interested in golf coaching, those with Level 1 qualification.
- 4 day taught, 2 day assessment + coaching experience in between.
- Qualification enabling individuals to lead the planning and delivery of coaching sessions to improving golfers.
- £400.
- 16yrs+
- PGA Level 1 qualification + min. 30 hours logged coaching experience required.

F3

Rewarding Volunteers

Invest in the people who are helping to make a difference to the club.
Reward your volunteer helpers for their work and commitment.

There are several ways in which people such as the club's Junior Organiser or other volunteers can be thanked for their time & efforts:

- Simple but effective "Thank you"
 - either in private or preferably in a public gathering.
- Reduced club membership.
- Discounted golf lessons.
- Pro shop vouchers.
- Driving Range tokens.
- Tickets for major events.
- Car parking space for Junior Organiser.
- Recognition evening.
- Clothing – can be embroidered with Junior Organiser.
- Waterproofs – Just think of the hours spent outside in all weather conditions!
- Nomination through Local District Sports Council for Services to Sport.
- Coach education support.

There are a number of ways that risks may present themselves to children participating in sport, not just golf.

Introduction

- Bullying of children by their peers or by adults.
- Individuals exploiting their position to gain access to children.
- Placing unrealistic performance expectations on children.
- Lacking awareness of the needs for safeguards.
- Poor planning.

Everyone in golf has a part to play in safeguarding children – at home, at school, in the park, at the club. The Children Act 1989 and Working Together to Safeguard Children (DOH 2006) highlight the shared responsibility of organisations to promote children's wellbeing and safeguard them from harm.

(Section 2.8 'Working Together', outlining the Government's guidance to organisations offering services to children has been reproduced in Appendix 1A). Legislation and Government guidance emphasises the importance of effective information-sharing, collaboration and understanding.

By adapting the guidance to suit particular needs, both children and adults involved in golf can feel confident that they are better safeguarded as they participate in the sport.

Child protection is not just a Junior Section issue; it needs to be understood and embraced by all sections of golf. Everyone in golf can help, whether administrator, staff, club official, member, PGA Professional, coach, parent, friend, or children themselves.

Risks will never be entirely eliminated. However, it is important that all those with responsibility for the welfare of junior golfers can demonstrate that they have assessed risks and have taken steps to minimize them.

All individuals working and participating in golf have a role to play in developing a safe environment to encourage children to enjoy the sport.

The following will constantly be referred to and reinforced in these guidelines:

- The child's welfare is paramount (a 'child' is defined as any young person under the age of 18).
- All children – regardless of age, gender, racial origin, religious belief, sexual identity and any disability – have a right to enjoy sport free from all forms of abuse or poor practice.
- The Governing Bodies of Golf, affiliated County Unions, County Associations and golf clubs have responsibilities for the welfare of children who take part in our sport.

The Children in Golf Strategy Group (CiG) has a responsibility to maintain confidentiality in all cases involving child protection in line with the current legislation.

Overview of Child Welfare & CiG

Guidelines for Safeguarding Children in Golf and an explanation of the Children in Golf Strategy Group (CiG).

The Children in Golf Strategy Group (CiG) is a partnership of the Great Britain and Ireland Golf Governing Bodies and related organisations.

Each organisation has committed to work in partnership to ensure that the game of golf is one within which children involved can thrive and flourish in a safe environment.

The Guidelines for Safeguarding Children in Golf (CiG) have been produced to help and support County Unions, County Associations, clubs, members, coaches, PGA Golf Professionals, staff, volunteers and parents to fulfil their roles and responsibilities.

All involved in junior golf administration and coaching are recommended to acquire an understanding of this guidance to safeguard their own interests.

The guidelines outline golf's policy and contain a step-by-step guide on how best to implement appropriate procedures.

There is a moral and legal obligation both to identify and to help everyone involved in golf to deal appropriately with concerns raised regarding the well being of children involved in our sport.

For the procedures to help protect children, everyone involved in golf needs to consider and discuss them.

This course of action should be pursued in consultation with children, parents and those working with children.

The CiG policy on child welfare is recommended to all affiliated clubs and counties. All clubs and counties are recommended to appoint a Welfare Officer to ensure the procedures are followed.

Summary of Roles and Responsibilities

1. The children in golf strategy group

The group is mandated by partner organisations to:

- Work together to develop, monitor and review golf's strategy for safeguarding children.
- Ensure that all strategic decisions are managed and communicated throughout the partnership.
- Ensure that golf has clear and consistent child protection policies and procedures across all organisations and partners, which are regularly reviewed and revised as necessary.
- Ensure that all golfing organisations have established clear roles and responsibilities within the process of child protection.
- Develop, monitor and review a Child Protection Education and Training plan.
- Establish a Case Management Group to ensure that golf has a robust and comprehensive case management system.

2. The governing bodies of golf

Each Governing Body strives to ensure that children are protected and kept safe from harm whilst participating in golf. In doing so, there is a need to promote the highest standards of care for all participants and to support all efforts made by those involved in the management and administration of the game. This will ensure that recognised and recommended child protection policies and procedures are implemented and managed professionally.

They will:

- Provide a strategic overview and guidance on child protection for parents and for those participating in golf.
- Adopt good practice in recruitment, training and supervision of staff and volunteers.
- Provide child protection education and training to staff, PGA Professionals, coaches and volunteers within golf.
- Advise all staff, PGA Professionals, coaches, members and volunteers on the best practice to adopt and recommend that they adhere to the appropriate Codes of Conduct.
- Respond to allegations, concerns and complaints relating to child protection and welfare.
- Implement and offer advice on how to manage appropriate disciplinary and appeals procedures in relation to child protection and welfare.

Overview of Child Welfare & CiG (continued)

(i) County Unions and Associations

County Unions and Associations have direct responsibility for child welfare procedures within junior golf activities organised by the County. Counties are not expected to police the effectiveness of the Child Protection Policy and Procedures at the clubs within the county. However, they do have a role to play in setting an example by implementing effective county level procedures and promoting best practice. Counties are recommended to confirm that they have adopted the following actions within their constitution at the earliest opportunity.

Consideration should be given to the following when exercising Duty of Care:

- Carry out an overall risk assessment.
- Adapt CiG Policies and Procedures to suit individual circumstances taking into account the recommendations and guidance contained within these guidelines.
- Seek to ensure effective protection and safeguarding of children by nominating a County Welfare Officer.
- Have nominated persons within the County who will be assigned responsibility for the development of activities associated with Child Protection.
- Promote education and training in partnership with CiG to support staff and volunteers.
- Promote the use of the Guidelines for Safeguarding Children in Golf (CiG) to develop best practice and communicate the key procedures to relevant parties within the county.
- Review the procedures for communicating with clubs in the county, particularly in relation to the consents and information required for completing competition entry forms.
- Respond to any allegations or complaints by reporting to the County Welfare Officer and /or Governing Body Lead Child Protection Officer (CPO).

N.B. The County Welfare Officer is not required to make a judgement regarding an incident but to report the concerns to the governing body lead CPO.

(ii) Affiliated Clubs

A club has responsibility for ensuring that there are workable and effective child welfare procedures in place within the club. CiG appreciates that each club is different in both its circumstances and ability to implement best practice and understands the Guidelines will need to be adapted to suit each club's individual needs. It is recognised that all clubs may not be able to meet all the procedures of the Guidelines.

However, each club has a responsibility under the requirements of the Children Act 1989, which states:

"Do what is reasonable in the circumstances for the purpose of safeguarding or promoting the child's welfare."

Clubs are recommended to confirm that they have adopted the following actions within their constitution at the earliest opportunity.

Consideration should be given to the following when exercising Duty of Care:

- Carry out an overall risk assessment.
- Adapt CiG Policies and Procedures to suit individual circumstances, taking into account the recommendations and guidance contained within the Guidelines.
- Seek to ensure effective protection and safeguarding of children by nominating a Club Welfare Officer.
- Have nominated persons within the club who will be assigned responsibility for the development of activities associated with Child Protection.
- Promote education and training in partnership with CiG to support staff, and volunteers.
- Promote the use of the Guidelines for Safeguarding Children in Golf (CiG) to develop best practice and communicate the key basic procedures to all relevant parties within the club.

N.B. The Club Welfare Officer is not required to make a judgement regarding an incident but to report to the governing body lead CPO.

(iii) PGA Golf professionals and other coaches

All those involved in coaching golf have a responsibility to conduct themselves in a manner consistent with the CiG Policy and Procedures and the respective authorities' Codes of Conduct in the course of their activities as a coach, and to ensure those employed or deployed by them have knowledge of and abide by these Guidelines.

There Children in Golf Steering Group (CiG) recommends that all counties and clubs with junior members should appoint and train a Golf Welfare Officer (GWO).

Golf Welfare Officers

The Golf Welfare Officer (GWO) can access training through the CiG Education and Training Strategy, and he or she should undergo a vetting procedure.

The role of the GWO would be to:

- Advise the Management Committee on how to comply with the procedures described in these Guidelines.
- Act as a focal point for reporting any concerns.
- Have the primary responsibility to check that everyone who has significant access to children within the club is suitable for that role and has been vetted.

As far as a county/club are concerned, the person appointed should:

- Be identifiable to the junior members of the club and their parents.
- Preferably have a degree of independence from their activities – for example, he or she should not be the junior co-ordinator or actively coaching juniors.
- Be able to brief the chairman of the organisation on situations requiring attention.

Golf is fortunate that many clubs employ a permanent Club Secretary/Manager who often already has sole responsibility for many of the aspects of this role and who would almost automatically be the person to whom any problem is addressed. In the absence of a suitable volunteer, it may transpire that the duties could initially become part of those of the Secretary/Manager until a suitable replacement is identified.

See Appendix 5H for details of the Job Description role and responsibilities of a GWO.

Nominated Persons

It may be desirable to recruit additional members to assist the GWO for the purposes of spreading the workload and to provide for continuity in the event of personnel changes, holidays or sickness.

Nominated Persons, one of whom may be the GWO, are ideally adults who are, or who wish to be, involved with the Junior Section. A nominated person would be the first 'point of contact' for anyone wanting informed advice on the organisation's Child Protection Policy and Procedures. Such a person should have attended a Safeguarding and Protecting Children Workshop and have been CRB checked.

Where clubs experience difficulties encouraging adults to support the Junior Section, the Professional or Assistant Professional might be willing and suitable for these roles. Nominated Persons are required mainly to provide a focal point and initial direction for both adults and children needing advice.

Example Policy & Statement (continued)

Counties/Clubs may utilise this template for their own purposes.

[name of] Golf Club has considered its responsibilities to the children participating in golf at our premises and within our club very carefully, and has produced the following Safeguarding and Child Protection Policy and underpinning procedures in order to set out the standards we wish to uphold in providing activities for children and safeguarding the welfare of children in our care.

[name of] Golf Club affiliates to the

Golf Union/Association, [and our professional coaching staff are members of the Professional Golfers' Association]* The Club recognises the policies of these Governing Bodies, as set in out in Guidelines for Safeguarding Children in Golf (CiG).

* Delete if not appropriate

Policy Statement

[name of] Golf Club acknowledges its duty of care to safeguard the welfare of all children (defined as those under 18) involved in golf within the club. All children have a right to protection, and have their particular needs taken into account.

[name of] Golf Club will therefore endeavour to ensure the safety and protection of all children involved with the club through the Child Protection guidelines adopted by the Management Committee of the club.

It is the responsibility of all adults within the club to assist the Management Committee in this endeavour.

Policy Aims

- To provide children with appropriate safety and protection whilst in the care of the club and also help them to enjoy their experience of the sport.
- To reassure parents that their children will receive the best practicable care possible whilst participating in activities within the club.
- To provide support to staff and volunteers to make informed and confident responses to specific child protection issues and to fulfil their role effectively.

Principles

- The welfare of children is paramount.
- All children, whatever their age, culture, disability, gender, language, ethnic origin and religious beliefs have the right to protection from abuse.
- All suspicions and allegations of abuse and poor practice will be taken seriously and responded to swiftly and appropriately.
- All staff and volunteers working in golf have a responsibility to report concerns to the Club Welfare Officer.
- Adults – staff, volunteers, coaches, referees and members will be supported to understand their role and responsibility with regard to the duty of care and protection of children and young people.
- Individuals will receive support through education and training to be aware of and understand best practice and how to manage any welfare or child protection issues that may come to light.

[name of] Golf Club will work in partnership with parents to review and implement child protection and welfare procedures.

[name of] Golf Club's policy and procedures are based on the above principles and UK and international legislation and government guidance and take the following into consideration:

- The Children Act 1989 and 2004.
- The Child Care Act 1991(NI).
- The Data Protection Act 1994 & 1998.
- The Police Act 1997.
- The Human Rights Act 1998.
- The Protection of Children Act 1999.
- Caring for the young and vulnerable – Home Office Guidance for preventing the abuse of trust 1999.
- Children First 1999 (ROI).
- The Criminal and Court Services Act 2000.
- Co-Operating to Safeguard Children 2003 (NI).
- What to do if you are worried a child is being abused 2005.
- Working Together to Safeguard Children 2006).
- The UN Convention on the Rights of the Child.
- Any subsequent legislation relating to child protection would implicitly be incorporated into this document.

Example Policy & Statement (continued)

Responsibilities & Communication

- The
[name of] Golf Club Child Protection Policy will be available to all members, parents, staff, volunteers and participants.
- The Policy will be reviewed every three years by the Management Committee, and amended as appropriate. Guidance from golf's governing bodies will be sought as part of the review process.
- The Management Committee has responsibility for ensuring that the policy and procedures are implemented, including taking any appropriate disciplinary action necessary.
- The Club Welfare Officer has responsibility for responding to any allegations, concerns or child protection incidents, passing information to the appropriate National Governing Body Lead Child Protection Officer and informing the appropriate club staff.
- Parents have a responsibility to work together with the club in implementing procedures and providing their children with the necessary information to safeguard themselves.

It is important to develop appropriate procedures linked with the Policy and Statement and also to implement them.

How to develop procedures and implement them

A Safeguarding and Child Protection Policy should be developed and approved by the management of the organisation. Once approved it should be prominently displayed. To access assistance in writing an individual policy, see F3.

These Guidelines offer practical guidance on how best to address each area and those responsible for their implementation will need to select who will be responsible for developing each procedure. To achieve these aims counties or clubs may choose to adapt the recommended Action Plan Framework and Template (Appendix 5A).

Once in place, the key basic procedures need to be communicated to all members.

All of these procedures need reviewing and adjusting, as necessary, but reviews should be carried out at least every three years.

It may not be possible for a comprehensive Safeguarding and Child Protection Policy with underpinning procedures to be implemented straightaway however, the aim should be to address the fundamental requirements of a policy as quickly as is practicable.

It is important to demonstrate that there is a plan, and that reasonable steps are being taken to achieve the goal.

There are a number of key steps that need to be taken to help in the adoption of the CiG Safeguarding and Child Protection Policy and the implementation of the Procedures.

Complete the Action Plan Framework and Template (Appendix 5A) which is designed to help and guide those responsible through a process, so that:

- All those involved are aware of the policy.
- There is clear communication of the CiG Safeguarding and Child Protection Policy and Procedures.
- All those involved understand their roles and responsibilities concerning the safety and welfare of children.
- Parents are aware of the policy

The Guidelines provide the information that is needed to assist in the successful adaptation of recommended child protection management, including:

- The CiG Safeguarding and Child Protection Statement, Policy and Procedures – what to do if there are concerns about a child's welfare.
- Appointing a designated person (GWO) to deal with concerns or allegations of abuse, and step-by-step guidance on what action should be taken.
- A recruitment policy with recommended selection guidelines, both for paid staff and for volunteers who work with children.
- Codes of Conduct, which outline good practice when working with children.
- A 'whistle-blowing' policy.
- Information for children and parents.
- Policies on key issues.

G5

Appendices

Appendix 5A – Action Plan Framework and Template (to ensure good practice in child protection)

The (Name of Club)	Yes	No	Action Required	By Whom	By When	Guidelines and policies communicated to all staff and volunteers (Date)
A designated Welfare Officer.						
A Child Protection Policy in line with CiG Principles.						
A Recruitment Policy for all staff and volunteers.						
A Health and Safety policy.						
An Equity Policy.						
A photography and video recording policy.						
An anti-bullying policy.						
A 'whistle-blowing' policy.						
Obtained the relevant Player Profile Forms.						
Guidelines on transportation.						
Guidelines on children playing together, and with adults.						
Guidelines for taking children on away fixtures and overnight stays.						
Clear guidelines on the supervision of children.						
A clear understanding of the procedures for safeguarding children.						
A Code of Conduct for all adults working with children.						
A Code of Conduct for children.						

Appendix 5A – Action Plan Framework and Template (to ensure good practice in child protection) (continued).

The (Name of Club)	Yes	No	Action Required	By Whom	By When	Guidelines and Policies communicated to all staff and volunteers (Date)
Adopted either the NGB Disciplinary Procedures or their own Disciplinary Procedures.						
Established a late collection procedure.						
Undertaken a Risk Assessment both for adults and juniors.						
Made parents aware of the Child Protection Policies and Procedures.						
Explained to parents how they can be involved in their child's golf.						
Ensured that all staff, PGA Professionals, coaches and volunteers have access to appropriate training.						
To have the relevant contact details for the following and made available to all: • Golf NGB Lead Officer. • County Welfare Officer. • Club Welfare Officer. • Local Child Social Care. • Local Police. • NSPCC. • Child Line. • Local Safeguarding Children's Board.						

Appendix 5B – Volunteer Application Form.

Position applied for

Personal Details

Title (Mr/Mrs/Miss/Dr/Other) please specify

Full Name

Any previous surname

Date of Birth

Place of Birth

National Insurance Number (UK Only)

RSI (Republic of Ireland Only)

Present Address

Post Code

Telephone Numbers

Email

Previous Address (if you have moved within the last five years)

.....

.....

Current Occupation

Job Title

Name and address of organisation

.....

Start Date

Previous Occupation

Name of Organisation

Start Date

Finish Date

Reason for leaving

.....

.....

.....

Relevant Experience

.....

.....

.....

Previous Experience of working with children and young people

.....

.....

.....

Appendix 5B – Volunteer Application Form (continued).

Qualifications

Academic

.....

.....

Vocational

.....

.....

Sporting

.....

.....

Reason for applying

.....

.....

.....

References

Please provide the names and addresses of two people who know you well (who are not related to you) who have first hand experience of you working with children and whom we can contact to obtain a reference.

With your approval, we will also contact your employer (where appropriate) to obtain a reference.

Name

Name

Address

Address

.....

.....

.....

.....

Tel

Tel

I am a member of a golf club affiliated to the National Governing Body

Yes No Full Associate

Please provide details of which Governing Body your club is affiliated to and your membership number, if applicable

.....

I agree to abide by the Club/County Codes of Conduct and Child Protection Policy, and confirm that the information I have supplied in completing this form is correct and true.

Signature

Date

Appendix 5C – Self-disclosure Form.

You have the right of access to any information held on you and additional rights under the Data Protection Act.

Part A

Title

First Name(s)

Surname

Previous names by which you may have been known

Address

Postcode

Telephone Numbers

Email

Date of Birth

Male Female

Club

Please give details of the positions which you currently or wish to fulfil, or relevant job title

.....
.....
.....

Start Date

Please give details of any other clubs you are or have been a member of and give details of any positions you held

.....
.....
.....

Appendix 5C – Self-disclosure Form (continued).

The position for which you have applied is an exempted occupation for the purpose of the Rehabilitation of Offenders Act 1974.

All "spent" and "unspent" convictions must be declared. Having an "unspent" conviction will not necessarily impede your appointment within golf. This will depend on the circumstances and background to your offence. Evaluation of information is based on strict confidentiality and discretion.

Part B

1. Have you ever been convicted of any criminal offence?

Yes No

If Yes, please supply details of any criminal convictions

.....

Note: You are advised that under the provisions of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975, as amended by the Rehabilitation of Offenders Act 1974 (Exceptions Amendment) Order 1986, you should declare all convictions including 'spent' convictions, cautions, reprimands and written warnings.

2. Are you a person known to any Child Social Care department as being an actual or potential risk to children or currently under investigation for a child protection related incident?

Yes No

If Yes, please supply details

.....

3. Have you had any disciplinary sanction (from a sports or other organisation's Governing Body) relating to child abuse or poor practice?

Yes No

If Yes, please supply details

.....

I certify that all information in this form is true and correct to the best of my knowledge, and realise that false information or omissions may lead to termination of my services.

I hereby consent to a CRB Disclosure:

Signature Date

Print name

Appendix 5C – Self-disclosure Form (continued).

Part C (To Be Completed By The Welfare Officer Or Secretary).

I confirm that I have seen identification documents for the above person, and
I confirm to the best of my ability that these are accurate.

Please provide details of the documents

.....

.....

.....

Signature of official

Position

Print name

Date

This form should be completed and returned to:

Appendix 5D – Volunteer Reference Form.

(Name) has expressed an interest in becoming a volunteer and has given your name as a referee.
As this post involves substantial access to children and as an organisation committed to safeguarding children, it is important if you have any reason to be concerned about this applicant that you do not complete the following but please contact myself on (Tel)

Name
Organisation

Any information disclosed in this Reference will be treated in confidence and in accordance with relevant legislation and guidance, and will only be shared with the person conducting the assessment of a candidate's suitability for a post, if he or she is offered the position in question.

How long have you known this person?

.....

In what capacity?

.....

What attributes does this person have which would make him/her suited to this work?

.....

How would you describe his/her personality?

.....

Please rate the person on the following: (Please tick one box for each question)

	Poor	Average	Good	Very good	Excellent
Sense of Responsibility					
Self-motivation					
Can motivate others					
Energy					
Reliability					
Dealing with children					
Commitment					
Reliability					
Trustworthiness					

Signature Date

Appendix 5E –

Codes of conduct for professional coaches, staff and volunteers.

Rights

- Respect the rights, dignity and worth of every person.
- Help create an environment where all children have an equal opportunity to participate.
- Help create and maintain an environment free of fear and harassment.
- Recognise the rights of all children to be treated as individuals.
- Recognise the rights of parents and children to confer with other coaches and experts.
- Promote the concept of a balanced attitude, supporting the well-being of the child both in and out of golf.
- Do not discriminate on the grounds of sex, marital status, race, colour, disability, sexuality, age, religion or political opinion.
- Do not condone or allow to go unchallenged any form of discrimination or prejudice.
- Do not publicly criticise or engage in demeaning descriptions of others.
- Communicate with children in a manner that reflects respect and care.

Relationships

- Develop relationships with parents and children based on openness, honesty, mutual trust and respect.
- Do not engage in any behaviour that constitutes any form of abuse (physical, sexual, emotional abuse, neglect or bullying).
- Be aware of the physical limits of children and ensure that training loads and intensities are appropriate.
- Ensure that physical contact is appropriate and necessary and is carried out within recommended guidelines (See Appendix 4G – CPSU Guidelines on Physical Contact and Young People in Sport and PGA Guidelines).
- Always try to work in an open environment (e.g. avoid private or unobserved situations).
- Do not engage in any form of sexually-related contact with children. Sexual innuendo, flirting or inappropriate gestures and terms are also unacceptable.
- Promote the welfare and best interests of children.
- Explain to parents, as appropriate, the potential impact of the coaching programme on the child.
- Arrange to transfer a child to another personal coach if it is clear that an inappropriate relationship is developing.
- Be familiar with the organisation's Child Protection Policy and Procedures.

- Report any concerns you may have in relation to a child or the behaviour of an adult, and follow reporting procedures.
- Consider the child's opinions when making decisions about their participation in golf.
- Inform parents and children of the etiquette and practical considerations when playing golf.
- Inform parents of any potential financial implications.

Responsibilities and Personal Standards

- Demonstrate proper personal behaviour and conduct at all times.
- Be fair and honest with all children.
- Develop an appropriate working relationship with children based on mutual trust and respect.
- Always emphasise that the well being and safety of the child is more important than the development of performance.
- Do not smoke, or drink alcohol, while actively working with children. Never use recreational or performance-enhancing drugs.
- Promote the positive aspects of golf (e.g. fair play, honesty and etiquette).
- Attend appropriate training to enable you to keep up-to-date with your role and matters relating to the welfare of children.
- Hold relevant qualifications.
- Ensure the necessary insurance cover is in place.

Appendix 5F – Codes of Conduct for Children.

Appreciate that you are valued for the role that you have in golf.

You should:

- Help create and maintain an environment free of fear and harassment.
- Demonstrate fair play and apply golf's standards both on and off the course.
- Understand that you have the right to be treated as an individual.
- Respect the advice that you receive that promotes the concept of a balanced attitude.
- Treat others as you would wish to be treated yourself.
- Respect physical, cultural and racial differences.
- Challenge or report if you observe any form of discrimination and prejudice.
- Look out for yourself and for the welfare of others.
- Speak out if you consider that you or others have been poorly treated.
- Report behaviour that appears to fall below the expected standards of the club.
- Be organised and on time.
- Tell someone in authority if you are leaving a venue or competition.
- Accept that these guidelines are in place for the well-being of all concerned.
- Treat organisers and coaches with respect.
- Observe instructions or restrictions required by appropriate members of staff.

You should not take part in any irresponsible, abusive, inappropriate or illegal behaviour which includes:

- Consuming alcohol or illegal or performance-enhancing drugs or stimulants.
- Smoking.
- Using foul language.
- Publicly using critical or disrespectful descriptions of others.

Appendix 5G – Child Protection in Sport Unit (CPSU) Physical Contact and Young People in Sport.

Introduction and background

There is growing concern being expressed about what is and what is not permissible in the area of physical contact with children in sport. Some misleading and inaccurate information has been promoted within the sports sector, and this can undermine the confidence of coaches and others in applying safe and appropriate coaching methods.

There have also been instances where, some coaches and other adults who are motivated to harm and abuse children, have done so by falsely claiming that their behaviours were legitimate teaching, coaching or caring practices.

The purpose of this section is to clarify the position of the CPSU in relation to this issue and provide guidance to all those involved in working with children in sport.

Guidance

There are a number of principles that should be followed when the activity involves physical contact.

Physical contact during sport should always be intended to meet the child's needs, NOT the adult's.

The adult should only use physical contact if their aim is to:

- Develop sports skills or techniques.
- Treat an injury.
- Prevent an injury or accident from occurring.
- Meet the requirements of the sport.

The adult should seek to explain to the child the nature and reason for the physical contact reinforcing the teaching or coaching skill. Unless the situation is an emergency, the adult should ask the child for permission.

It is good practice for sport clubs, as part of an induction process or pack for new members, to explain to parents and their child, or give written guidance, about any physical contact that will be required as part of that activity. Children should be encouraged to voice concerns they have if any physical contact makes them feel uncomfortable or threatened. Contact should not involve touching genital areas, buttocks, breasts or any other part of the body that might cause a child distress or embarrassment. Any physical contact should always take place only in an open or public environment and not take place in secret or out of sight of others.

The CPSU is not aware of any sports bodies that have stated that any physical contact is not permissible under any circumstances within the context of coaching or teaching.

Specific situations

Physical punishment

Any form of physical punishment of children is unlawful, as is any form of physical response to misbehaviour unless it is by way of restraint. It is particularly important that adults understand this, both to protect their own position as well as the overall reputation of the organisation in which they are involved.

Contact as part of coaching

Some sport or physical activities are more likely to require coaches or teachers to come into physical contact with children from time to time in the course of their duties. Examples include showing a pupil how to use a piece of apparatus or equipment, or demonstrating a move or exercise during a coaching or teaching session in order to reduce the risk of injury due to falls or errors when performing. Adults should be aware of the limits within which such contact should properly take place and of the possibility of such contact being misinterpreted.

A number of sport or physical activities may require physical contact between young athletes and those teaching them, for reasons of both teaching and the participant's safety. A number of sports Governing Bodies have developed guidance to assist coaches in this area. Those teaching these sports should follow this guidance. Even in sports where there is a need to support or touch a child, over-handling should be avoided.

It should be recognised that physical contact between an adult and a child that may occur during legitimate teaching or coaching may be misconstrued or misunderstood by a pupil, parent or observer. Touching young participants, including well-intentioned informal and formal gestures such as putting a hand on the shoulder or arm, can, if repeated regularly, lead to the possibility of questions being raised. As a general principle, adults in positions of responsibility should not make gratuitous or unnecessary physical contact with children. It is particularly unwise to attribute frequent touching to their

Appendix 5G – Child Protection in Sport Unit (CPSU) Physical Contact and Young People in Sport (continued).

teaching or coaching style or as a way of relating to young participants.

Responding to distress and success

There may be occasions where a distressed child needs comfort and reassurance, which may include physical comforting, such as a caring parent would give. Physical contact may also be required to prevent an accident or injury and this would be wholly appropriate. A child or coach may also want to mark a success or achievement with a hug or other gesture. Adults should use their discretion in such cases to ensure that what is (and what is seen by others present) normal and natural does not become unnecessary and unjustified contact, particularly with the same child over a period of time.

Sports science and medicine

There may be some roles within sport or physical activities where physical contact is commonplace and/or a requirement of the role, particularly sports science or medicine. These tasks should only be undertaken by properly trained or qualified practitioners. This guidance does not seek to replace the specific guidance and codes of practice developed for those professionals and reference should be made to the appropriate body for that discipline.

Appendix 5H – Golf Welfare Officer Job Description.

1. Core Tasks

- Assist the organisation in establishing a Safeguarding and Child Protection Policy and Procedures.
- Assist the organisation to implement child protection plans.
- Be the first point of contact for staff, members, volunteers, children and parents for any issue concerning safeguarding children, poor practice, potential or alleged abuse.
- Ensure that all incidents and concerns are dealt with in accordance with policy guidelines.
- Ensure that all relevant members, volunteers and staff have the opportunity to access appropriate child protection training.
- Ensure that appropriate procedures for recruitment of staff and volunteers are in place and all existing staff or volunteers working with children have an up to date CRB disclosure/ self disclosure.
- Maintain contact details for Child Social Care (CSC) (previously Social Services), the Police and NGB CPO.
- Ensure that Codes of Conduct are in place for staff, volunteers, PGA Professionals, coaches, and children and that there are guidelines for parents and members and they are communicated to the relevant parties.
- Advise on child protection issues or be in attendance as necessary on Club or County Management Committees.
- Maintain confidentiality.

2. Core Skills

- Basic administration and record maintenance.
- Communication skills.
- Confidence to refer cases externally.
- Ability to implement effectively a Child Protection Policy and Procedures.

3. Recommended Training

- Child Protection awareness, Safeguarding and Protecting Children training. (Contact your NGB for details).

NSPCC "Time to Listen" Workshop specifically designed for GWOs (Contact your NGB CPO for details).

Appendix 5I – Junior Player Profile Form.

The safety and welfare of juniors in our care is paramount, and it is therefore important that we are aware of any illness, medical condition and other relevant health details so that their best interests are addressed.

Please complete this form with our assurance that the information will be treated as confidential.

It is the responsibility of the junior and their parent to notify the Golf Welfare Officer (GWO) or Secretary if any of the details change at any time.

Name
 Date of Birth
 Address
 Telephone Number
 Parents' Names
 Address (If different)
 Home Telephone No
 Mobile Telephone No
 Work Telephone No

Emergency Contacts

Contact 1 Name
 Relationship to child
 Home Telephone Number
 Mobile Telephone Number
 Work Telephone Number

Contact 2 Name
 Relationship to child
 Home Telephone Number
 Mobile Telephone Number
 Work Telephone Number

Appendix 5I – Junior Player Profile Form (continued).

Medical Information

Child's Doctor's name

Doctor's Surgery Address

Telephone Number

2. Does your child experience any conditions requiring medical treatment and/or medication?

*Yes No

*If yes please give details, including medication, dose and frequency.

.....

.....

.....

3. Does your child have any allergies?

*Yes No

*If yes please give details.

.....

.....

.....

4. Does your child have any specific dietary requirements?

*Yes No

*If yes please give details.

.....

.....

.....

5. What additional needs, if any, does your child have
e.g. needs help to administer planned medication, assistance with lifting or
access, regular snacks?

.....

.....

.....

The Disability Discrimination Act 1995 defines a disabled person as 'anyone with a physical or mental impairment, which has a substantial and long term adverse effect on his or her ability to carry out normal day to day activities'.

Do you consider your child to have a disability?

*Yes No

*If yes what is the nature of the disability?

- | | | |
|--|--|--|
| ☐ Hearing impairment | ☐ Learning disability | ☐ Multiple disabilities |
| ☐ Physical disability | ☐ Other (Please specify): | |

.....

.....

Appendix 5I – Junior Player Profile Form (continued).

6. Does your child have any communication needs e.g. non-English speaker/ hearing impairment/ sign language user/ dyslexia?

If yes, please tell us what we need to do to enable him/her them to communicate with us fully.

.....

.....

.....

☐ I confirm to the best of my knowledge that my child does not suffer from any medical condition other than those detailed above.

☐ I agree to notify the County/club of any changes.

I, ... being parent/guardian of the above named child, hereby give permission for the NGB/County/club responsible person to give the immediately necessary authority on my behalf for any medical or surgical treatment recommended by competent medical authorities, where it would be contrary to my child's interest, in the doctor's medical opinion, for any delay to be incurred by seeking my personal consent.

☐ The attached signature will denote that my child has my permission to be on the golf club's premises.
(Please tick the box if agreed).

☐ I acknowledge that the club is not responsible for providing adult supervision for my child except for formal junior golf coaching, matches or competition.
(Please tick the box if agreed).

☐ I also agree to my child being transported by club representatives to and from venues when he/she is representing the golf club.
(Please tick the box if agreed).

Signed
(Parent/Guardian)

Print name

Date

[illegible]

Appendix 5K – Private Vehicle Registration Form.

To be completed by Volunteer Drivers

Purpose of the form:

- To register the private vehicles used for the transport of children in connection with golf away fixtures or tours.
- To inform drivers of the need to check and amend their insurance, if necessary, if they intend to use their vehicle on behalf of the organisation, and if passengers are being carried in connection with the organisation's activities or events.
- The form must be completed by the driver of any private vehicle used for the transportation of individuals to and from golf activity.

Completed forms must be handed to the organisation's secretary or GWO

Driver Details

Full Name
 AddressPostcode
 Tel

Vehicle details

Registration No
 Colour
 Name of Registered Keeper
 Make
 Model

Driving licence No and type (e.g. full)

Other members authorised to drive the vehicle

.....
 MOT Expiry Date
 Insurance Company
 Insurance Expiry Date
 Road Tax Expiry Date

Appendix 5K – Private Vehicle Registration Form (continued).

Declaration

Please tick each box

- ☐ I have informed the insurance company of my intention to transport members on behalf of the County/Club. I have stated if I will be claiming expenses in connection with this additional use.
- ☐ I have extended the policy and paid any additional premium as required by the insurance company.
- ☐ To the best of my knowledge my vehicle is roadworthy.
- ☐ I will inform all passengers of the legal requirements to wear seat belts.
- ☐ I will inform all passengers that smoking is not permitted in the vehicle.
- ☐ I understand it is not good practice to give children a lift on their own.
- ☐ I declare that the information stated here is correct and that I will inform the County/ Club of any changes.
- ☐ I have agreed to give sight of my driving licence to the administrator.

Signed

Printed

Date

Golf Approved Driver

Name

Registration Number

Signature Date

County/Club/County Secretary/Chair

Original Driving Licence and paper seen (date)
and driving offences listed.

Signature Date

Appendix 5L – Permission Form for the use of Photographs and recorded images.

This form is to be signed by the legal guardian of a child under the age of 18, together with the child. Please note that if you have more than one child registered you will need to complete separate forms for each.

..... (County/Club) recognises the need to ensure the welfare and safety of all children in golf. As part of our commitment to ensure their safety we will not permit photographs, video images or other images of your child to be taken or used without your consent.

The (Club/County) will follow the guidance for the use of images of children as detailed within the respective Child Protection Policy and Procedures (excerpt attached for information)

The (County/Club) will take steps to ensure these images are used solely for the purposes for which they are intended i.e. the promotion and celebration of the activities of
(County/Club)

If you become aware that these images are being used inappropriately you should inform the Golf Welfare Officer immediately.

The photographs may be available on the website
http://
For the golf season 200

If at any time either the parent/ guardian or the child wishes the data to be removed from the website, 7 days' notice must be given to the Golf Welfare Officer after which the data will be removed.

Appendix 5L – Permission Form for the use of Photographs and recorded images (continued).

Parental and Children Permission Form

– for the use of photographs and recorded images.

You may wish to include these details on the Junior Player Profile Form

– (Appendix 4I)

To be completed by parent:

I (*parent full name*) consent to

..... (*name of organisation*) photographing or
videoing (*name of child*) under the stated rules and
conditions, and I confirm I have legal parental responsibility for this child and am
entitled to give this consent.

Signature

Date

To be completed by child:

I (*name of child*) consent to

..... (*name of organisation*) photographing or
videoing my involvement in golf under the stated conditions.

Signature

Date

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Appendices (continued)

Appendix 5M – Photographs & recorded images – Event Registration Form.

Name

Address

Tel

Signature

Date

I wish to take photographs or record images at this event. I agree to abide by the event organiser's guidelines and confirm that the photographs or recorded images will only be used appropriately.

Please complete and return to the event organiser.

Appendix 5P – Support Services Contact List.

Golf Development Wales

The GDW Lead Officer can offer advice and support and direct you to additional support services.

Children in Golf

The NSPCC Golf Development Officer is able to give advice and support.

The following are a selection of external agencies that can provide specialised support across a range of areas:

Ann Craft Trust

The Ann Craft Trust works with staff in the statutory, independent and voluntary sectors to protect people with learning disabilities who may be at risk from abuse. They also provide advice and information to parents and carers who may have concerns about someone that they are supporting.

www.anncrafttrust.org
0115 951 5400

Assist

ASSIST is a registered charity dedicated to offering confidential, emotional and practical support to individuals and families affected by trauma.

www.traumatic-stress.freeserve.co.uk
01788 560 800 (Helpline)

Bully Online

Bully Online is a website that contains lots of resources on all aspects of bullying and related issues.

www.bullyonline.org

Breaking Free

An organisation that provides support to female adults who have experienced childhood sexual abuse.

www.breakingfreecharity.org.uk
0845 1080055 (Helpline)

Childline

Childline is a free 24-hour helpline for children.

www.childline.org.uk
0800 1111

Citizens Advice Bureau

The Citizens Advice service helps people resolve their legal, money and other problems by providing free information and advice from over 3,000 locations across England, Wales and Northern Ireland. See the website for details of local offices.

www.citizensadvice.co.uk

DFES Bullying

The Department for Education and Skills has provided this web site to show pupils, their families and teachers how to tackle bullying.

www.dfes.gov.uk/bullying

Family Rights Group

Provides advice and support to families whose children are involved with social services and develops and promotes services that help secure the best possible future for children and families.

www.frg.org.uk
0800 731 1696 (Helpline)

Kidscape

Kidscape provides individuals and organisations with practical skills and resources necessary to keep children safe from harm. Kidscape was established to prevent bullying and child sexual abuse.

www.kidscape.org.uk
08451 205 204 (Helpline for use by adults concerned about a child being bullied)

Lantern Project

This charity provides information and

support services for adult victims of child sexual abuse

www.victimsnolonger.org.uk

NAPAC (National Association for People Abused in Childhood)

NAPAC is a registered charity, which provides support and information for people abused in childhood.

www.napac.org.uk
0800 085 3330

NSPCC Helpline

The NSPCC Child Protection Helpline is a free, national, 24-hour service, which provides counseling, information and advice to anyone, including children, concerned about a child at risk.

www.nspcc.org.uk
0800 800 500

Rape Crisis England and Wales

The website provides information for survivors of sexual violence and their friends and family to access the services they need and details of local rape crisis centres.

www.rapecrisis.org.uk

Samaritans

Provides confidential emotional support, 24 hours a day, for people who are experiencing feelings of distress or despair, including those that may lead to suicide.

www.samaritans.org.uk
08457 90 90 90

Stop it Now

Stop it Now! UK & Ireland is developing a public health approach to the prevention of child sexual abuse through a network of local projects and national initiatives. It provides adults with the information they need to recognise

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Appendices (continued)

Appendix 5P – Support Services Contact List (continued).

worrying behaviour in themselves or others, and with the confidence to take responsible action when they suspect that something is wrong.

www.stopitnow.org.uk

0808 1000 900

Survivors

Provides information, support and counselling for men who have been raped or sexually abused.

www.survivorsuk.org

0845 122 1201

Appendix 5P – Example Incident Reporting Form.

If you suspect that a child may be being abused, whether physically or emotionally, it is not your responsibility to take control of the situation or to decide whether the abuse is actually taking place. However, you do have a responsibility to inform the appropriate people about your concerns so that they may make enquires and take any action necessary for the well-being of the child.

However small your concern, you should share it with the EGU Child Protection Officer, who will take responsibility for any referrals to outside agencies that are necessary.

Please ensure that confidentiality is maintained as far as possible. Only discuss your concerns on a need to know basis, and do not disclose the identity of those involved unless absolutely necessary.

Personal and Contact Details

Of person reporting concern/allegation

Name
 Position
 Date of Birth/Age
 Address
 Tel
 Mobile
 Club
 County
 School
 Date allegation received
 Name of person receiving
 details of allegation

Of Child (alleged victim)

.....

Details of person involved in concern/allegation (the accused)

Name
 Address
 Tel
 Mobile
 Position
 (in relation to young person)

Appendix 5P – Example Incident Reporting Form (continued).

Details of the concern/allegation

Date/time

Location

Persons involved/witnesses

Nature of concern/allegation

How did the concern/allegation come to your attention?

Observations – e.g. Changes in behaviour, inappropriate actions, injuries, etc.

Record of conversation – Details of exactly what was said to you and by you.

Action taken

Contacts made

Child Protection Officer's name

Date/Time contacted

Advice received

Other persons contacted (provide details of name and position and organisation)

Summary

Appendix 5P – Example Incident Reporting Form (continued).

Ethnic Group

Please choose the category that best describes the child's ethnic group from the following list and tick the appropriate box

White

- | | |
|--|-----------------------------------|
| ☐ A1 British | ☐ A2 Irish |
| ☐ A3 Any other white background | |

Mixed

- | | |
|---|--|
| ☐ B1 White & Black Caribbean | ☐ B2 White & Black African |
| ☐ B3 White & Asian | ☐ B4 Any other mixed background |

Asian

- | | |
|---|--|
| ☐ C1 Indian | ☐ C2 Pakistani |
| ☐ C3 Bangladeshi | ☐ C4 Any other Asian background |

Black or Black British

- | | |
|--|-------------------------------------|
| ☐ D1 Caribbean | ☐ D2 African |
| ☐ D3 Any other Black background | |

Chinese or Other Ethnic Background

- | | |
|-------------------------------------|---|
| ☐ E1 Chinese | ☐ E2 Any other (please write in) |
|-------------------------------------|---|

Disability

The Disability Discrimination Act 1995 defines a disabled person as anyone with a "physical or mental impairment that has a substantial and long term adverse effect upon his/her ability to carry out normal day-to-day activities.

Please choose the description that best describes the nature of the child's disability and tick the appropriate box.

- | | |
|--|--|
| ☐ A Visually impaired | ☐ D Learning disability |
| ☐ B Hearing impaired | ☐ E Multiple disability |
| ☐ C Physical disability | ☐ F Other (Please write in) |

You may wish to discuss your concerns with someone outside of the organisation to gain reassurance. The NSPCC Helpline can help with this, and is confidential.

NSPCC Helpline: 0808 800 5000

Appendix 5Q – Useful Contacts.

Please complete the table with local details for quick referral:

<i>Golf Contacts</i>	Address	Number
Golf NGB Lead Child Protection Officer		
County Welfare Officer		
Club Welfare Officer		
<i>Local Contacts</i>		
Local Child Social Care(CSC) (Including out of office hours contact) N.B. In an emergency, the Samaritans will hold the CSC Duty Officer's contact number		
Local Police child protection teams In an emergency contact via 999.		
NSPCC Freephone 24 hour Helpline		0808 800 5000

Appendix 5Q – Useful Contacts (continued).

National Contacts

The NSPCC

National Centre
42 Curtain Road
London EC2A 3NH
Tel: 0207 825 2500
Helpline: 0808 800 5000

NSPCC

Child Protection in Sport Unit Wales
13th Floor
Capital Tower
Grey Friars Road
Cardiff
CF10 3AG
Tel: 02920 267 000

Childline UK

Freepost 1111
London N1 0BR
Tel: 0800 1111

NI Childline

74 Duke Street
Londonderry
Tel: 028 90 327773

NSPCC Cymru/Wales

Child Protection Helpline
Mon – Fri 11am – 7pm
Tel: 0808 100 2524

NSPCC

Child Protection in Sport Unit
3 Gilmour Close
Beaumont Leys
Leicester
L4 1EZ
Tel: 0116 234 7224

NSPCC

Child Protection in Sport Unit
Northern Ireland Block 1
Jennymount Business Park
North Derby Street
Belfast BT15 3HN
Tel: 028 90351135

Acknowledgements

Children in Golf have drawn on a number of sources for material within the resource pack and would like to thank the following organisations for their kind permission in the use and adaptation of materials.

- British Gymnastics
- England Squash
- England and Wales Cricket Board
- England Netball
- Safe Sport Events publication (NPSCC and Sport England)

Membership

- English Golf Union Ltd
- English Ladies' Golf Association
- Golf Club Managers Association
- Golfing Union of Ireland
- Irish Ladies' Golf Union
- NSPCC
- PGA European Tour
- The Golf Union of Wales
- The Professional Golfers' Association
- The Ladies' Golf Union
- The R & A

How to contact us

To contact or view the details for Children in Golf, policy, procedures and Guidelines for Safeguarding Children in Golf go to www.childreningolf.org.uk

The Golf Governing Bodies involved are:

English Golf Union Ltd

National Golf Centre
The Broadway
Woodhall Spa,
Lincs, LN10 6PU

www.englishgolfunion.org

Lead Child Protection Officer

t: 01526 354500

m:

e: nhayward@englishgolfunion.org

English Ladies' Golf Association

Edgbaston Golf Club
Church Road
Birmingham
B15 3TB

www.englishladiesgolf.org

Lead Child Protection Officer

t: 01295 254190

m: 07949 111924

e: kjennings.elga@btinternet.com

The Golf Union of Wales

Catsash,
Newport,
Gwent
NP18 1JQ

www.welshgolf.org.uk

Lead Child Protection Officer

t: 01633 436040

f: 01633 430843

e: office@golfunionwales.org

The Professional Golfers' Association

Centenary House
The De Vere Belfry
Sutton Coldfield
West Midlands
B76 9PT

www.pga.info

Lead Child Protection Officer

t: 01675 470333

e: David.wright@pga.org.uk

Golf Foundation

Foundation House
The Spinning Wheel
High Street
Hoddesdon
Herts
EN11 8BP

www.golffoundation.org

Lead Child Protection Officer

t: 01922 449830

m:

f: 01922 449840

e: brendon@golf-foundation.org

Golfing Union of Ireland

National Headquarters
Carton Demesne
County Kildare
Ireland

www.gui.ie

Lead Child Protection Officer

t: 00353 2221026

e: gimb@iol.ie

Irish Ladies' Golf Union

1 Clonskeagh Square
Clonskeagh Road
Dublin 14

www.ilgu.ie

Lead Child Protection Officer

t: 00353 12696244

f: 00353 12838670

e: info@ilgu.ie

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Appendices (continued)

Acknowledgements (continued).

PGA European Tour

Wentworth Drive
Virginia Water
Surrey
GU25 4LX

www.europeantour.com

Lead Child Protection Officer

t: 01344 840 400

Other partners working within Children in Golf are listed below.
If you require any further information on any of the work of the group you can also contact...

The Ladies' Golf Union

The Scores
St Andrews
Fife
KY16 9AT

www.lgu.org

t: 01334 475811

e: info@lgu.org

The R & A

St Andrews
Fife
KY16 9JD

www.randa.org

t: 01334-460000

GCMA

7a Beaconsfield Road
Weston Super mare
North Somerset
BS23 1YE

www.gcma.org.uk

t: 01934 641166

Email: hq@gcma.org.uk



department for
culture, media
and sport

Helping keep your child **safe in sport**

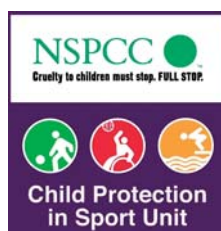
Child protection leaflet for parents



improving
the quality
of life for all



department for
children, schools and families



Our aim is to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.

Introduction

Sport plays a positive role in the lives of many children and young people. As well as the obvious health benefits, they can also gain important social and life skills. That is why it is important that everyone who provides sport does as much as possible to create and maintain an enjoyable and safe environment.

As a parent or carer you play a very important role in protecting your child and helping them get the best from sport. The information you give them and the example you set can provide them with the knowledge and confidence needed to deal with potentially threatening or abusive situations. It is also important for you to check how a sports club or activity is run. This is your responsibility. Even though the organisation may seem professional, you should not make any assumptions about the way the club or activity is run until you have checked it yourself.

This leaflet gives advice to help you ask the right questions about important child protection measures that the sports providers should have in place, wherever and whatever your child participates in.

If you're concerned about the safety of a child, please contact the free **NSPCC Child Protection Helpline - 0808 800 5000**, which offers a confidential advice service.

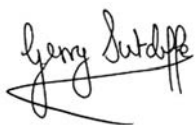
Joint foreword

Gerry Sutcliffe and Kevin Brennan

In the UK many millions of children enjoy taking part in sport every week. We know that parents and carers appreciate how important such participation is for a child's health and development. We want to ensure that all children have the best possible experience. That's why it's important that sport takes place in an environment where children are safe from the possibility of any form of ill-treatment. We hope this leaflet will help you to know what to look for and what to ask when you enrol your child in any sports activity.

All organisations providing sports for children should welcome your questions about how they will keep your child safe. Sports clubs have specific responsibilities to make sure that their coaches and other staff are safe to work with children. Although most coaches want to work with children for the right reasons, and ill-treatment of children by sports coaches is very rare, clubs still need to check the background of people they employ. Clubs should be able to provide you with confirmation that staff and volunteers are suitable and have undergone the right checks.

With this leaflet we want to help parents and carers to make the right decision about where your child takes part in sport, and how to ensure their safety. We hope you find the series of questions helpful.



Gerry Sutcliffe

Minister for Sport



Kevin Brennan

Parliamentary Under Secretary of State
for Children, Young People and Families

Message of support

At the NSPCC we believe all children should be able to enjoy sport in a safe environment. The information in this leaflet will help you understand what to look for if you think there may be a problem - and what questions to ask. This is not only for the sake of your child's well-being and safety, but also for your own peace of mind.



Dame Mary Marsh

NSPCC Director and Chief Executive



A checklist

When choosing from the many sports activities available in local communities there are a number of questions you should ask and things you should look for in relation to the safety of your child. This includes the commitment of the club to good practice and child protection.

You could ask the following questions:

- ✓ **Child Protection Policy**
A good club will welcome questions about its activities and the safety of its environment. It will have a child protection policy and you should be told what to do if your child has any concerns. Ideally, there should be a club welfare officer who will answer any questions you might have.
- ✓ **Criminal Records Bureau check**
You need to be sure that the staff and volunteers who will be working with your child are suitable. Ask if the club undertakes enhanced level CRB (Criminal Records Bureau) checks on coaches and helpers.
- ✓ **Training and education**
Appropriate training and education ensures that everyone working with children in sport is aware of how to make the activities enjoyable for them. Ask if coaches and volunteers have undertaken training through a recognised Sport National Governing Body, or achieved a formal qualification in the sport.

A good club **will welcome** questions about their activities and the **safety of their environment**

- ✓ **Events away from home**
Ask about what arrangements the club makes to ensure children are kept safe when they take part in competitions or events away from home.
- ✓ **Club accreditation**
Find out whether the club has an accreditation award such as Clubmark or National Governing Body equivalent. This shows that it has achieved a recognised minimum standard that ensures it provides a good experience for children.
- ✓ **Promoting your child's welfare**
Ask about how the club safeguards and promotes the welfare of children. This can include a register at the beginning and end of sessions; first aid provision; the number of children looked after per coach/trainer; arrangements for transporting them to and from events; and signing children in and out.

Things to watch out for

The following may alert you to any inappropriate situations that may be affecting your child:

- Activities where parents are discouraged from staying to watch or from becoming involved.
- Individuals who take charge and operate independently of organisational guidelines.
- Individuals who show favouritism or personally reward specific children.
- Encouragement of inappropriate physical contact.
- Poor communication and negative responses to questions about safeguards for your child.
- A "win at all costs" attitude towards the sport or activity.
- Children who drop out or stop going for no apparent reason.
- Invitations for children to spend time alone with staff or volunteers (or even to visit their home).

If you feel any of the above may be happening, contact the sports organisation immediately and ask questions.

Helping your child

Of course you want your child to enjoy their sporting activities. While you don't want to put them off getting involved, it is important that you teach them what to do if they feel they are being badly treated by someone who is supposed to be coaching or looking after them.

If your child is affected by such behaviour you may notice them appearing worried or not wanting to take part in their sport. Talk to them, but understand that if they are being badly treated, it may be difficult for them to open up immediately. Remember to tell them it is not their fault.

Your child may be upset or frightened by witnessing bad behaviour by a member of staff towards one of their friends. You can help by making sure that the matter is taken forward. You can also let them know that their friend should tell an adult they trust as soon as possible. This could be:

- A parent or guardian, or someone else in their family
- Another member of staff at the sports club
- A teacher or school counsellor
- Their doctor or school nurse
- Another adult they may trust or feel comfortable with
- ChildLine, the free helpline for children and young people in the UK.
Children and young people can call on **0800 1111** to talk about any problem

Examples & frequently asked questions

"I have asked to see the Criminal Records Bureau (CRB) check for my child's coach but have been told I can't. How can I be sure that the club have carried out these checks?"

Don't worry - There are very clear guidelines from the CRB about who can have access to a CRB disclosure certificate and you are not allowed to see it. However, the club will have confirmation from its governing body that the check has been undertaken, and will have a record that there are no concerns.

Many clubs have accreditation programmes such as Clubmark, Swim 21, Gym mark or the FA Charter mark. As part of the accreditation they will have had to show that they have taken all necessary steps to make sure all volunteers are suitable to work with children. If for any reason you have concerns, tell the welfare officer at the club or national governing body. Contact details for national governing bodies can be found at the following website:
www.sportengland.org/index/get_resources/resource_ul.htm#governing

"My child has been asked to take part in a competition away from home but I can't find any details about what arrangements have been made."

A good club will have clear guidance for those organising trips and for children and their parents/carers that clarify arrangements to ensure your child's welfare is a priority. If you have any concerns speak to the organiser.

A good club should always encourage parents to be part of their child's sporting activities and this includes watching training sessions

"My child's coach has suggested some additional one to one coaching sessions to help development. I don't know if we should accept."

One to one coaching in isolation, with very few exceptions, is not considered to be good practice. If the coach has suggested this, ask for some more information and ask for the club's welfare officer to be involved in the discussion.

"The club won't allow us to watch the training sessions and have told us this is because we will put the children off."

A good club should always encourage parents to be part of their child's sports and this includes watching training sessions. However, there are some activities, particularly those using specialist equipment, where distractions can cause difficulties. There are also occasions where a minority of parents interfere with the coaching. Ask the club what safe arrangements are available for viewing – and if it has have a code of conduct for parents.

Children should enjoy their sport.
It is positive that the child wants
to continue playing sport, and this
should be encouraged

"I arrived to pick up my child from the session and the coach said they had left with a friend. Should children be allowed to leave sessions?"

The club and coach are responsible for the supervision of your child during the session and should be clear about guidelines for collecting children from activities. Normal practice is that children, particularly under nine, will always be collected by parents unless alternative arrangements have been made by you and the club has been informed.

"My child's photo and some of their details are on the club website but we were not asked for permission. Can a club do this without our permission?"

No, a good club should always ask for your permission to put images or information about your child on the website. Club websites do provide a good way of promoting and celebrating young people's involvement and success in sport. However care needs to be taken about the details that are included.

"I find it difficult to get information from the club about the training sessions and how the teams are picked."

Clubs should operate in a fair and open manner. It is important that children and parents understand both what is expected of them and what they can expect of the club. Clubs should be happy to answer any questions to show how activities will be provided in a way that makes all children feel valued and able to participate to the best of their ability.

"My child is being weighed at every training session and is becoming worried about how much they eat."

Monitoring a child's weight at every training session is not appropriate or necessary. It can create a range of problems for children and young people, including medical ones. For those sports where weight is an element of competition, guidance should be available from the governing body about how and when weight should be monitored. Feel free to speak to the club welfare officer if you have any concerns.

"My child has suddenly started saying they don't want to continue with the club and asked if we can find somewhere else to play."

Talk to your child and try to find out more, as there could be many reasons for this. Also talk to other parents to see if their children are expressing similar concerns. If the cause is linked to the behaviour of someone in the club it is important to report this to the club welfare officer.

Suggest that the club start an anti-bullying policy that can be promoted through its activities

"My child has been receiving text messages from their coach, and when I asked they said all the squad do."

Coaches should not be contacting your child independently without your knowledge and consent. While there may be occasions when it is necessary for a coach to contact a young person at short notice the parent should always be informed. Ask your child if they are worried about any of the texts and ask to see them. If you are concerned in any way speak to the club welfare officer.

"I've complained to the club secretary about the bullying my child has experienced in the club changing rooms. I have been told I am over sensitive and it's normal for children to behave in this way."

It is important that you do not have your concerns dismissed. Children should be appropriately supervised in changing areas. Speak directly to the club welfare officer or contact your sports national governing body for guidance. Suggest that the club start an anti-bullying policy that can be promoted through its activities.

**For more information about choosing
a club for your child go to:**

Clubmark website – www.clubmark.org.uk

CPSU website – www.thecpsu.org.uk

If you have concerns go to:

NSPCC helpline - 0808 800 5000

Childline - 0800 1111



NSPCC: Registered charity number 216401

For information on the governing bodies of sport please visit:

www.sportengland.org/index/get_resources/resource_ul.htm#governing

For more information about safe guarding your children please visit:

www.everychildmatters.gov.uk/safeguarding

For information about the Criminal Records Bureau please visit:

www.crb.gov.uk

We can also provide documents to meet the specific
requirements of people with disabilities.

Please call 020 7211 6200 or
email enquiries@culture.gov.uk

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department for
**culture, media
and sport**

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Parents R Important 2.

A parental guide to helping the young golfer

Why a Parents' Guide?

Today more children than ever before are taking part in golf. Some do so just for fun, whilst others take the sport more seriously and spend many hours every week practising their skills.

However, whatever the level of participation, parents play a vital role. Parents are naturally interested and want to help out as much as possible. Indeed in many cases the support and interest of one or more parent is crucial to a child's successful participation.

Some mums and dads help by taking their child to and from practice or competitions, others by coping with irregular mealtimes and so on. Sometimes though a mother or father can become over involved and inadvertently put pressure on the child to practise more than they may want to, or to win at the expense of enjoying taking part in a competition.

Watching your child compete can be an emotionally draining experience. You may however be taking your child's sport more seriously than he or she is. Most parents, of course, are only trying to help, but it is important that the young golfer learns to see practice and competition not as a threat, but as a healthy, enjoyable *challenge*. It is very important the child knows that effort as well as success will be rewarded. An over-emphasis on winning by one or both parents can result in fear of failure – with your love and respect being seen by your child as contingent upon winning.

It seems that much of the problem may be that parents are not sure how they can best help their child. This guide is aimed at the golf-parents who want to learn to maximise their contribution while at the same time ensuring that they, as well as their child, enjoy their involvement in golf.

Some Questions

Before reading on think for a moment about how much your child's sport means to you. Now gauge your involvement in your son's or daughter's sport by reading through the questions below.

- Do you want your child to win tournaments more than he or she does?
- Do you show your disappointment if he or she plays poorly?
- Do you feel that you have to "psyche" your child up before a competition?
- Do you feel that your child can only enjoy sport if he or she performs well?
- Do you conduct "post-mortems" immediately after competition or practice?
- Do you feel that you have to force your child to practise?
- Do you find yourself frequently wanting to interfere during practice or competition thinking that you could do better?
- Do you find yourself disliking other good competitors?

If you have answered "yes" to any of these questions you may be putting unnecessary pressure on your child, which in turn could very well lead to his or her eventual rejection of the sport or even lasting damage to your parent/child relationship.

The Do's and Don'ts which follow will help you maximise your contribution to your child's sport whilst minimising any adverse effects.

How You Can Help

Some Do's

Do get to know your child's golf professional – after all he or she can play an important role in your child's general development.

Do respect the Pro's opinion – he/she should be more knowledgeable than you, both about golf and the development of young golfers.

Do assess your child's progress – don't be afraid to ask the pro what plans or objectives he/she may have for your child (so that you can assess progress, perhaps every few months or so). Ask the pro to explain to you the reasons for any decisions you don't understand or agree with.

Do talk to other parents – it is often a good idea to get to know other parents so that you can share problems, car-taking duties, etc.

Do establish clear lines of communication – in case you need to speak with the club pro, club junior organiser, county or national officials regarding practice or competition. Find out when it is convenient and appropriate to contact them, and the best way of doing so.

Don't ever address a criticism to or of your child, the pro or officials in front of other parents or players.

Do encourage effort as well as results – don't assess your child's progress solely by how many competitions they may win. It is important to recognise and reward effort.

Parents R Important 2 (continued).

Some Don'ts

Don't respond to a bad result or mistake with punishment or criticism – give your child time to work out for themselves why things went wrong. If they ask your advice, first compliment them for something he or she did right, then give the advice, emphasising the positive results if the instruction is followed rather than the negative consequences of a mistake. It is VITAL for a parent to give encouragement even after a poor performance.

Don't turn a blind eye to any bad behaviour, cheating or bad manners by your child – in such instances reasonably prompt action is appropriate. To do otherwise will infer that you condone such behaviour or at least do not consider personal standards and respect of people and rules important.

Don't forget that your child is still growing – training which may be appropriate for an adult (e.g. prolonged repetitive activities and work with heavy weights) can have adverse long term effects on the growth and development of a young child.

Don't coach from the side-lines – try to encourage your child to think for him or herself. A constant stream of instruction from you may only confuse the child, particularly if it is contrary to that of the pro.

Don't ignore aches and pains – children are often reticent to describe sports-related injuries, especially if it means missing coaching, practice, training or competition, so keep an eye on persistent grumbles about health; it is important to take injuries seriously.

Don't ignore other children in the family – sometimes brothers and sisters may feel left out or bored if the whole household revolves around the needs of

the young golfer. It is important to try to keep a balance between golf and the interests of other members of your family. Don't allow the situation to develop where your child is frightened of playing poorly because of the way you respond – a fear of failure can often result in children feigning injury, avoiding certain competitions or playing with unnecessary caution.

Don't force a young child to specialise entirely on golf – children should be allowed to develop their own preferences. In any case up to the age of 15 or 16 a concentrated diet of playing just one game to the exclusion of all other physical activities can well produce a declining enthusiasm for that game.

Don't always greet your child with "Did you play well?" or "Did you play to your handicap?" – why not start with "Did you enjoy it?"

Don't attend throughout every lesson and every competition – it is important for your child's future development in sport that he or she is trusted to make the correct decisions during either practice or competition. This is the first stage in the development of self-motivation and self-reliance. Constant supervision by the parent can easily result in the young golfer becoming emotionally, and otherwise over-dependent on your presence and advice.

Don't say "we" won or "we" lost – it is important that you don't become so involved in your child's golf that you find yourself saying "we played well" or "we played badly". Remember it is your child who is participating – you are there to support and encourage, not to compete. The progress of many junior golfers has been hindered by excessive parental development.

Providing the child is faced with realistic

challenges, golf should be fun at whatever level it is played.

With the right parental support not only will your child be able to develop his or her golf potential in an enjoyable rather than stressful sports environment but you will also be providing him or her with the opportunity to obtain a sense of achievement, competence and self-worth.

Parental example is so important. After all if **you** cannot cope with the ups and downs of your children's golf life – how can you expect **them** to?

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