

# SECTION 2

## THE JUNIOR SECTION

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# INTRODUCTION

The Junior Section should be an integral part of a golf club's membership and is fundamental to the future health of the facility. Junior golf therefore should be included within a golf club's overall development plan or the section should at least have its own development plan in place.

Financial support is essential to carry out all activities within a junior section and this funding can come from both internal and external sources. Through promotion of the junior section to appropriate committees, support can

be gained from key areas of the golf club that may also be able to assist with funding requirements.

There are many individuals that have a role to play in supporting the juniors which can impact upon how successful the section is and also whether or not these young people remain within the game. The Junior Section should operate as one within a golf club, without any division of boys and girls as it is essential that all young people are integrated to provide an opportunity for friendship, personal development and enjoyment.



## CONDUCTING A GOLF CLUB AUDIT

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The Junior Section should be an integral part of a golf club's membership and is fundamental to the future health of the facility. Junior golf therefore should be included within by regularly conducting an

audit, golf clubs can assess their health and identify areas for development. The results of the Golf Union Wales club survey can also provide benchmarks to measure against **(see section 9 for details).**

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## THINGS TO CONSIDER IN A GOLF CLUB AUDIT

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- Check the accounts – usually a strong incentive for any change.
- Review your competition – what offers are available at neighbouring golf clubs, how do they recruit and retain players and members, how does your golf club compare?
- The number of membership vacancies – how does this compare over time?
- Analyse why members have left over the last few years – is it to do with generic reasons or is it specific to your golf club?
- Produce an age profile of your members – what categories are short of members and where do you predict the golf club will be in 5 years time?
- Look at the effect of reduced membership – calculate the financial effect to the golf club.
- Highlight the opportunities that are available to your members – coaching, playing and social, is this sufficient?
- Examine the number of rounds played and green fees – is the club operating at maximum capacity?
- Consult with your customers – gather feedback from both members and non members to identify whether your golf club is providing value for money and meeting customer requirements.

# WHY HAVE A DEVELOPMENT PLAN?

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A golf club development plan is an essential tool to support the successful running of any golf club. By having a plan golf clubs can provide an assessment of the current situation, it's aspirations for the future and details of how proposals can be turned into reality.

Planning can help to co-ordinate and channel everyone's efforts towards common and agreed goals. Priorities can be established with timescales, allowing for golf clubs to review their progress, dedicate resources accordingly and make adjustments where necessary.

Golf clubs that have a development plan are demonstrating a professional approach to the running of their facilities and are providing clear purpose and direction for all involved internally and externally.

Development plans can include a variety of short, medium and long term targets, all of which can be regularly reviewed.

Below are some example headings of an development plan:

## ITEM | ACTION | HOW | TIMESCALES | RESOURCES REQUIRE | WHO | TARGET/SUCCESS CRITERIA

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# THE BENEFITS OF PLANNING FOR THE JUNIOR SECTION

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**By having a section of a golf club's development plan dedicated to Junior Golf or a separate Junior Development Plan, golf clubs can:**

- Demonstrate that the development of young people and range of opportunities have been considered.
- Provide direction and motivation to those who are working within the junior section (staff and volunteers).

- Provide a means by which progress can be measured, demonstrating leadership and forward thinking.
- Demonstrate a professional approach when looking to access additional funding and support.
- Provide appropriate information and a structure to those outside of the golf club, particularly parents and prospective members.

## QUESTION HOW DOES YOUR GOLF CLUB PLAN FOR THE FUTURE?

# RELATIONSHIP WITH THE MANAGEMENT COMMITTEE

The Junior Organiser requires the backing of the golf club to support the successful running of the junior section and therefore should be actively involved with the main decision makers within the golf club. This may be through the junior committee and/or management committee dependent upon how the golf club is set up.

It is recommended that:

- The Junior Organiser sits on the management committee. If not possible, a representative of the committee should be invited to sit on

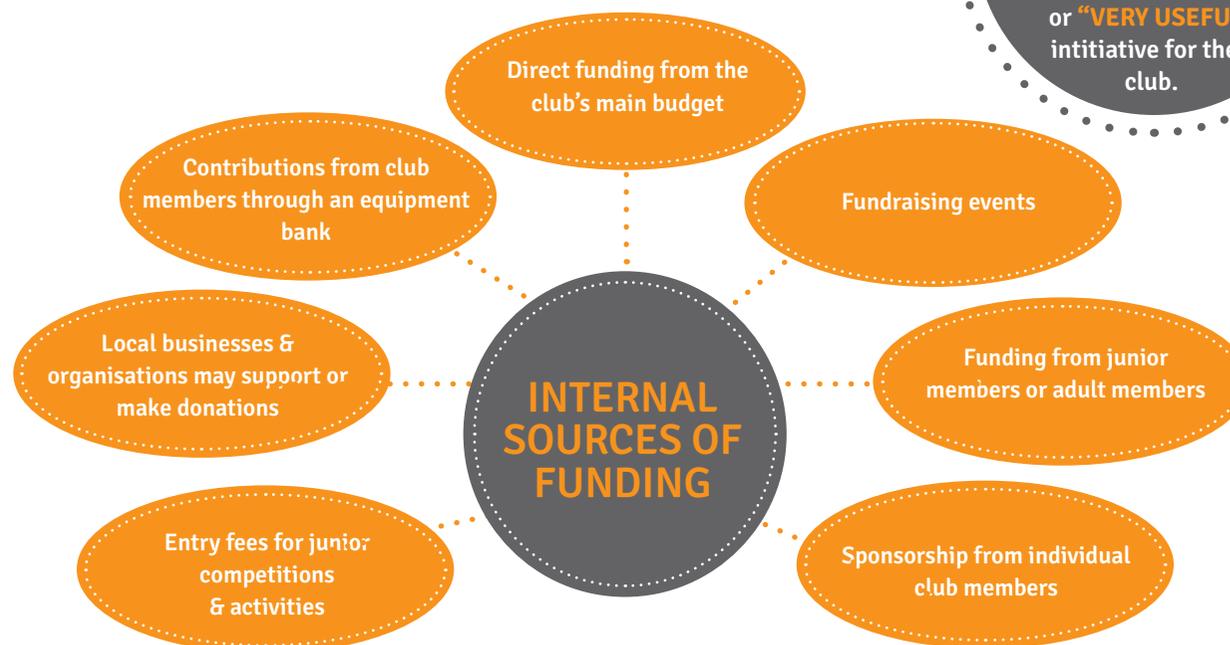
the junior committee (if in place). The Junior Organiser will then be involved in the decision making process and can ensure the junior section and implementation of the development plan is promoted.

- A junior committee is set up to discuss all areas of junior golf and to assist the Junior Organiser. A committee can also support continuity when there are changes in personnel.

# COSTS ASSOCIATED WITH RUNNING A JUNIOR SECTION

There are a number of costs associated with running a successful Junior Section:

- Administration costs and expenses.
- Recruitment (advertising and creating links).
- Coaching fees.
- Coaching qualifications.
- Trophies and prizes.
- Publications such as a handbook or newsletter.
- Producing a club development plan.
- Hospitality to visiting teams.
- Team travel expenses.
- Volunteer expenses.
- Subscriptions to the county and local leagues.
- Team clothing.
- TIME!



A number of external bodies may also be able to provide funding to support junior development, including Sport Wales and Local Authorities and it is important that these are all investigated (see Section 9 for further details).

**FACT**

**92%**

of Welsh clubs engaging with Junior GolfCert Accreditation have found it a "USEFUL" or "VERY USEFUL" initiative for their club.

# CASE STUDY

Clwb Golff Pwllheli Golf Club, Gwynedd

**How Pwllheli Golf Club have built up one of the largest junior sections in Welsh golf**

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**Planning, organisation and the delivery of quality golf coaching has seen the junior section at Pwllheli consistently grow. The club has established a fine reputation for its junior friendly ethos. The excellent results are testament to the behind the scenes work of the club's junior organiser and teaching staff.**

The club's junior organiser has been pivotal to the development at Pwllheli, representing the club's juniors and giving them a voice on the club's main management committee. Policies and structures are consistently examined, updated and reviewed by the club and the club is proud of their collection of higher Junior GolfCert awards from Golf Development Wales.

The club has a presence in the local community and provides activities at local primary and secondary schools, which enables the club to provide more opportunities to get people started in golf.

Encouragingly, a number of the juniors have been actively attending the coaching sessions for several years. The juniors themselves are encouraged to make recommendations to friends to come along and attend, which in turn impacts upon the success of the junior section.

The club's team of volunteers have attended coach education courses and constructively contribute to the junior coaching structure set by the club's head professional. The club's clear coaching pathway has also enabled the juniors to raise the standard of their game and the club currently boasts a number of juniors playing to Category 1 standard and who feature regularly for their County.



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**We have strived very hard over four years to build a strong junior base by actively using volunteers, it helps promote the club and thus increases footfall.**

**It's good for the members, the juniors and the club environment in general. We are all very pleased with the outcome.** ”

**GRACE ROBERTS  
JUNIOR ORGANISER**

# SUMMARY

Through planning for the junior section, a golf club is demonstrating that they are forward thinking and that they have also carefully considered the development of young people and the range of opportunities required. Having a plan also supports the range of individuals working within the junior section.

The commitment expected from those involved with the junior section should be clearly defined to support the Junior Organiser and the smooth running of the section.

The formation of a junior committee provides continuity, supports the Junior Organiser and highlights the important work of the junior section within the golf club.

Through representation on the management committee or via the junior committee, the Junior Organiser is able to ensure long term policies are implemented which in turn will support the health of the section and the golf club.

Running a junior section requires financial support and through having an annual budget along with a development plan, any funding requests can be considered as investment in the golf club's future.

**SUPPORT IS AVAILABLE TO GOLF CLUBS TO PRODUCE JUNIOR DEVELOPMENT PLANS THROUGH THE GOLF DEVELOPMENT WALES GOLF DEVELOPMENT OFFICERS.**