

**A STRATEGY FOR THE
DEVELOPMENT OF JUNIOR
GOLF IN TAYSIDE & FIFE
THROUGH THE CLUBGOLF
PROGRAMME**



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1. INTRODUCTION

In bidding for the Ryder Cup in 2009 and subsequently Scotland being selected as the host nation for 2014, the Scottish Executive pledged to give every child in Scotland the opportunity “**to experience golf by the age of 9**”.

Following on from this pledge, the Scottish National Junior Golf Strategy was produced and formed the junior golf development legacy component of the bid, identifying what has to be done throughout Scotland to deliver this commitment.

It was recognised, in developing the National strategy, that the current state of the game needed to be investigated and measures put in place to address the decline in participation. Young Scottish golfers need to be provided with appropriate pathways into golf, whether they wish to be a lifelong golfer or a golfing hero.

The National Strategy determined that local strategic initiatives, such as this Development Plan for Tayside & Fife, were the correct way to deliver the central target.

This would be supported by the employment of a team of professionals across the country to harness local resources and support the joint achievement of the National Strategy objectives – under the title **clubgolf**.

The National vision from the Ryder Cup bid is aimed at golfers who are 9 years of age or above having the opportunity to experience golf, however the regional strategy aspires to support and deliver the development of junior golf from 9 - 18 and into senior membership within appropriate club structures, utilising the existing models of best practice in Scotland and introducing new programmes for volunteer/coach development and practical tools which will assist in achieving our targets.

clubgolf is fully supported by the Scottish Golf Union, the Scottish Ladies Golf Association, the Professional Golfers Association, **sportscotland**, The Scottish Executive and the Golf Foundation.

2. A STRATEGY FOR TAYSIDE & FIFE

2.1 The Focus for Tayside & Fife

The initial focus of the Tayside & Fife strategy will be to give opportunities for all young people to experience golf and to continue their involvement in the game, providing support for those who show talent and interest in developing their skills to a higher level.

There are two aspects to this activity:

- To ensure adequate opportunities for widespread participation and to ensure that this opportunity is inclusive, particularly of groups previously not heavily involved, i.e. girls, people with a disability and those from socially disadvantaged areas or groups.
- To encourage the development of performance pathways in the sport for individuals who show talent, where these pathways will link in very closely to the Tayside and Fife Institute of Sport to ensure that the young people involved are given every opportunity to develop to the fullest level of their potential.

The regional strategy will contribute towards the national strategy objectives whilst clearly meeting the needs of its partners in terms of their own existing priorities. The regional strategy will be flexible by nature and will align with each of the four local communities, helping to address local issues whilst providing an overarching framework for local authorities to work towards.

2.2 The Objectives for Tayside & Fife

The broad objectives for the regional Tayside & Fife strategy are:

- To deliver a regional junior golf strategy which mirrors the National Junior Golf Development Strategy, whilst facilitating additional physical activity opportunities for the young people within Angus, Dundee, Fife and Perth & Kinross.
- To develop an appropriate player pathway for those who are able to progress further – from complete beginner to elite performer.
- To utilise in-built research and evaluation processes to monitor delivery and inform those responsible for meeting the needs of juniors.

- Foster partnership working with the relevant agencies, locally regionally and nationally.

The delivery of these objectives will focus on capacity building within the schools, public and private golf courses, utilising the resources of the junior golf co-ordinators, **clubgolf** Regional Development Manager, the Active Schools Co-ordinators, Sports Development sections, local sports councils, development groups, assistance from ladies and men's county golf union or associations, and building on the wide range of best practice available in Scotland.

2.3 Regional Strategy Targets

Targets for the Regional Strategy have been developed using the National Strategy targets (appendix 2) and from experience to date and population. The targets show below are expressed as an end number by December 2009

- 7300 - 9 year olds introduced to **clubgolf** every year through the first **clubgolf** programme in schools
- 2900 - 9 – 15 year olds retained in the **clubgolf** programme at any one time
- The percentage of girl golfers retained in the programme will be at least 20%
- 70 **clubgolf** centres delivering the junior golf programme

3. STRATEGY IMPLEMENTATION

The main priorities for the implementation of the Regional Strategy are based on the six key national areas for development. The Regional Strategy will aim to achieve its targets by focussing on the six key areas described in section 3.1 to 3.6.

3.1 Programme Development

Schools

- Work closely with the education departments to facilitate the introduction of **firstclubgolf** in local primary schools (P5)
- Co-ordinate the recruitment and training of **firstclubgolf** regional tutors and local deliverers.
- Facilitate sustainable links from education and sports development to local golf clubs, municipal facilities, driving ranges, practice facilities and community clubs.

Clubs

- Undertake an audit of golf clubs, municipal facilities and driving ranges.
- Improve the status of junior golf within clubs and local communities.
- Work directly with golf clubs, municipal facilities and driving ranges to improve and increase opportunities for juniors to play, compete and access quality coaching.
- Support existing junior convenors and volunteers.
- Facilitate the recruitment, support and training of new and existing volunteers.
- Set up and co-ordinate club/cluster steering groups and junior coaching groups within golf clubs and facilities.
- Assist clubs and golf facilities to establish policies procedures such as Child Protection as set out by **clubgolf** and partner agencies.

Performance

- Ensure that young golfers with potential have access to quality coaching and support from PGA professionals.
- In partnership with the SGU and SLGA area associations, develop a pathway for talented players to access quality coaching and competition.
- Establish and promote competitive opportunities locally and regionally.

People

- Assist clubs and facilities to recruit, train and support volunteers through the **clubgolf** coach education programme.
- Assist clubs and facilities in trying to involve parents and guardians within the **clubgolf** programme.

3.2 Partnerships

The local partners committed to the successful delivery of the Regional Strategy are:

Clubs and Facilities

The commitment of local clubs and golf facilities is vital for the success of the Regional Strategy. Without their support for the programme there will be no outlet for the demand generated in schools through the first**clubgolf** programme.

Local Authorities

Through the **SportTayside & Fife** partnership the local authorities of Angus, Dundee, Fife and Perth and Kinross have agreed to integrate and promote golf as one its priority sports.

Sports Development departments within these four local authority areas will play a pivotal role by providing support to implementing the regional strategy. Staff in Sports Development shall work in partnership with the **clubgolf** regional manager for Tayside & Fife to develop the appropriate golfing opportunities for children and young people within their local communities.

Educational services have a crucial role to play in terms of delivery through schools. In order to deliver to every Primary 5 child and ensure they are given an opportunity to experience golf, schools are the ideal way in order to engage with children. The curriculum planning of primary schools and the work programmes of Active Schools Co-ordinators to include golf are key in delivery of the first**clubgolf** programme. A flexible approach will be required to cater for the varied sizes and geographical spread of schools within the Tayside & Fife region.

Scottish Golf Union (SGU) and Scottish Ladies Golfing Association (SLGA).

The SGU and the SLGA are the governing bodies for golf in Scotland and are responsible for the development, coaching of elite performers and the organisation of national competitions. By developing links with the area representatives of the SGU and SLGA within the Tayside and Fife region will help align the player pathway for junior golfers. This communication link will also be crucial in the encouragement of clubs to deliver the **clubgolf** programme.

Professional Golfers Association (PGA)

The PGA is identified as the key agency in the delivery of golf education to players, coaches and volunteers. The active involvement and support of the PGA across Tayside & Fife will be vitally important to the overall success of the regional strategy.

sportscotland

sportscotland is a key agency in the development of the **clubgolf** National Strategy. In addition to this **sportscotland** manages the Scottish Executives financial commitment to the **clubgolf** programme.

Local Sports Councils

These voluntary organisations can provide support training and funding for clubs in the region, whereby assistance for talented performers, coaches and volunteers can be given.

3.3 Facilities

The development of appropriate facilities to support the programme and provide opportunities for all children, based on existing provision and future requirements is essential for the success of the regional strategy.

As well as an audit of existing facilities, the need for new facilities should be identified. Golf clubs should be offered advice and support for the development of junior coaching and playing facilities. Where appropriate, funding to build new facilities shall be explored.

3.4 Marketing and Branding

Crucial to the success of the Regional Strategy will be the effective marketing and branding of **clubgolf** specifically tailored to the needs and interests of juniors. The marketing strategy at local level will utilise both local and national media. Local authority promotional opportunities will be targeted along with school, club and community information methods.

It is paramount that the **clubgolf** programmes are promoted and marketed to juniors and their parents as fun, safe and affordable. The marketing strategy will help reduce the misconception that golf is sport which is expensive and exclusive.

3.5 Research and Evaluation

The Regional Strategy will fit into the national research and evaluation process set against the strategies targets.

clubgolf will be undertaking a number of monitoring and evaluating initiatives across Scotland. However, it will be important for the regional strategy to have its own measures to ensure that regional targets are met. These will relate to the number of children participating and their longevity of involvement. Evaluations will also be conducted to monitor the impact the programme has had upon golf clubs and the attitudes towards young people within the game.

3.6 Infrastructure

The key to the implementation and success of the regional strategy will be the establishment of strong working partnerships between the **clubgolf** Tayside & Fife Regional Manager, personnel within the four local authorities and members of golfing agencies with an onus for junior golf.

The implementation of the Regional Strategy will be devolved to each Local Authority area within the Region. An action plan in each local authority area will be developed to help achieve the targets set out by the regional strategy. The plans will detail a phased implementation approach showing annual targets, the programme of work required to achieve the targets and specific responsibilities which every partner holds in the plan.

Regular review meetings will be held to monitor progress and an annual summary of results for the Region will be prepared by the **clubgolf** Regional Manager. The role of the **clubgolf** Regional Manager is to develop, manage and maintain the overall plan within the Tayside and Fife area. The key tasks in achieving this are:

- Work with golf clubs and facilities to ensure their delivery of the **clubgolf** programme.
- Support clubs and facilities on Coach Education, Volunteer Recruitment, Child and Adult Protection and Facility Development.
- To work with Local Authorities to develop and deliver the first **clubgolf** programme to all primary five children by 2009.
- To guide and support all partners involved in the **clubgolf** programme to achieve set targets.

4 CONCLUSION

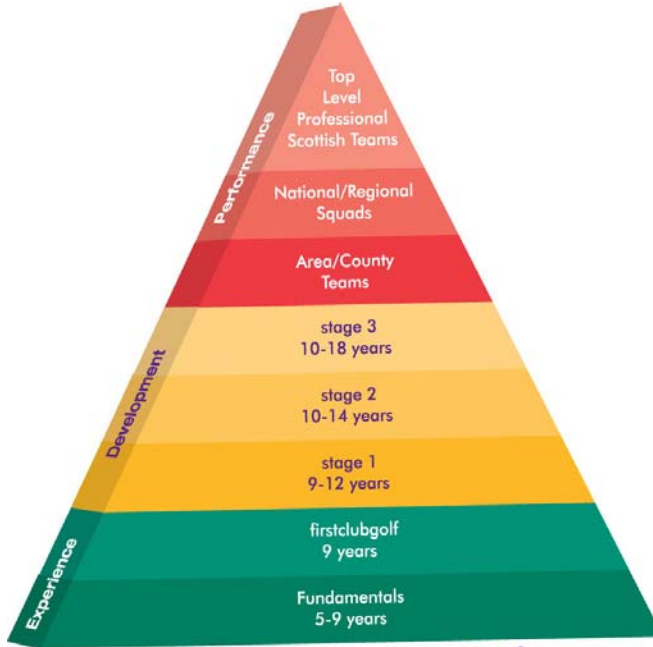
The National Golf Strategy is the most ambitious and comprehensive golf development programme undertaken in Scotland to date. The targets set are stretching, but achievable, and will open up the opportunity to participate in the game of golf to every schoolchild in Scotland.

SportTayside & Fife by defining and implementing this Strategy will ensure:

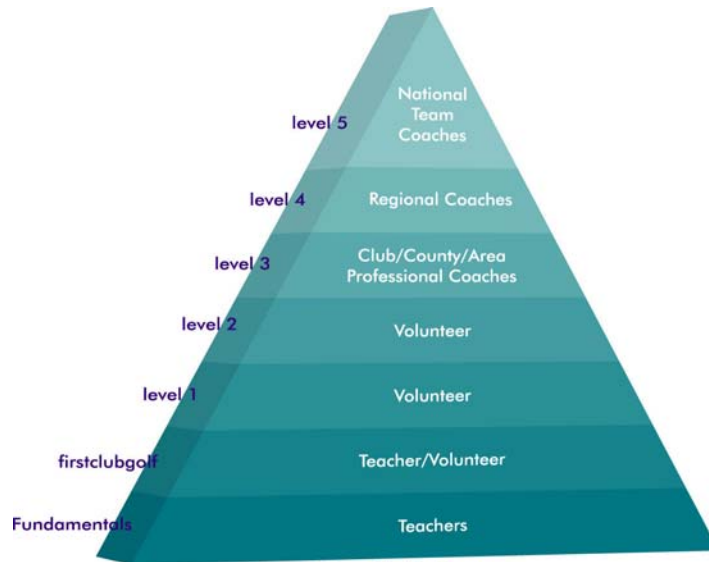
Every child in the Region will be given the opportunity to access and be welcomed into the sport for life

- A sustainable and high level of coaching input to encourage participation and performance improvement
- Talent is recognised, nurtured and supported
- Increasing numbers are retained in the game
- Facilities are developed to ensure equal opportunities for all

Appendix 1: The Player & Coach Pathways



Long-term Player Development Pathway



Coach Pathway

Appendix 2 National Strategy Targets

The National Strategy Targets for 2009 are as follows:

- 50,000 nine year olds introduced to golf through schools
- 50,000 nine year olds retained in the **clubgolf** programme at any one time
- 200 **clubgolf** centres
- 20 junior clubgolf facilities
- 40 affiliated junior golf facilities(driving ranges and practice facilities)

Appendix 3 clubgolf Centre Definition

A **clubgolf** centre can be described as any facility which delivers the objectives of the **clubgolf** strategy these are the following:

- Golf Clubs
- Driving Ranges
- Practice Facilities
- Municipal Courses/ Facilities

Appendix 4 Local Authority Target Numbers

Angus	2007	2008	2009
CLUSTER	2	5	8
NO. OF SCHOOLS	12	40	57
NO. GIVEN FIRSTCLUBGOLF	341	988	1200
NO. IN STAGE 1	51	149	182
NO. IN STAGE 2		31	89
NO. IN STAGE 3			22
NO. OF CLUBS	3	10	18

Dundee	2007	2008	2009
CLUSTER	2	5	10
NO. OF SCHOOLS	10	26	41
NO. GIVEN FIRSTCLUBGOLF	382	928	1362
NO. IN STAGE 1	38	94	138
NO. IN STAGE 2	0	19	47
NO. IN STAGE 3	0	0	11
NO. OF CLUBS	2	4	4

Fife	2007	2008	2009
CLUSTER	11	15	19
NO. OF SCHOOLS	25	100	143
NO. GIVEN FIRSTCLUBGOLF	838	2696	3768
NO. IN STAGE 1	127	377	537
NO. IN STAGE 2	244	76	226
NO. IN STAGE 3	70	202	143
NO. OF CLUBS	11	27	42

P & K	2007	2008	2009
CLUSTER	2	6	10
NO. OF SCHOOLS	15	53	69
NO. GIVEN FIRSTCLUBGOLF	282	911	1177
NO. IN STAGE 1	44	139	180
NO. IN STAGE 2	0	26	83
NO. IN STAGE 3	0	0	18
NO. OF CLUBS	4	22	29