

HOUGHTON LE SPRING GOLF CLUB

Junior Development Plan

1/1/2012

HOUGHTON LE SPRING GOLF CLUB, COPT HILL, HOUGHTON LE SPRING, TYNE & WEAR DH5 8LU
HLSGC COMMITTEE



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Date: 14 December 2011

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Date: 14 December 2011

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| | HLSGC Committee | D Freeman | 14.12.11 |
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1 INTRODUCTION

1.1 Junior Golf Section Background at 1st January 2011.

Throughout the history of this golf club many dynamic and enterprising initiatives have been successfully delivered by channelling everyone's efforts towards common and agreed goals. The junior membership currently stands at 62 with an unequal split between boys (66) and girls (0) which, apart from the obvious gender imbalance, appears to be quite a healthy and flourishing section, we also have a strong intermediate section who are still able to play on the Junior team (10). Reassuringly we have a health proportion of the junior section playing in competitions, currently around 50%, and we would like to increase this percentage moving forward. To help achieve this goal we have produced a Junior Development Plan. This plan should provide vision and direction to ensure there is a structure with clear focus that enhances the junior section in the eyes of all adult membership, further gaining their support. The chosen pathway is not the easiest one to take, there are difficult decisions to be taken that will be supported by this development plan for both rational and purpose. This will ensure that the necessary action is taken to secure the future health of junior golf at HLSGC.

1.2 Future Vision

Houghton Le Spring Golf Club (HLSGC) is seeking to build on the solid base that has provided a warm and friendly club environment for junior's, men's, ladies and senior golf over the past 103 years. The intention is to create an environment where junior golf can thrive by providing opportunities for youngsters of any age, gender or background to participate and develop their talents to whatever level they aspire. Strategic planning processes are becoming more integrated within the club, which provides a perfect opportunity to introduce this junior development plan to act as a central reference guide for future development. This will become an essential tool in the successful running of the section and will help to facilitate an assessment of the sections current situation; it's aspirations for the future and details of how proposals will be turned into reality. The junior section management processes will continue to improve through the achievement of receiving the GolfMark award and will ensure that there is a safe and well-organised facility for all our junior members. The continued health of the club and support for all standards of golfers is a key priority for the future. This will drive the junior section to become an integral part of HLSGC, providing an opportunity for friendship, personal development and enjoyment, which extends into the club's culture. It is important that our club is viewed positively in the local area, that there is a clear demonstration that the game of golf is welcoming to all, is well managed, embracing and supports the needs of junior players, members, volunteers and coaches who are at the heart of our club.

2 KEY OBJECTIVES

2.1 The club's main objectives are:

- 1 To create an environment and structure in which young people can play, develop and enjoy golf.
- 2 To ensure appropriate child protection policy and procedures are maintained within the golf club.
- 3 To obtain and maintain the GolfMark award.
- 4 To encourage girls into joining the junior section.
- 5 To develop relationships within schools to encourage young people to try golf as a sport and pastime.
- 6 To develop relationships within the local community and other sporting organisations that will ensure the continued growth and health of the junior section.
- 7 To encourage local sponsors and local/national funding organisations to assist in the development of junior golf.
- 8 To develop a plan to attract new volunteers into the golf club and to support existing volunteers.
- 9 To develop a plan to encourage members to support the work of the golf club and obtain appropriate coaching qualifications.
- 10 To encourage more volunteers to become coaches and to advance the qualifications of existing coaches.
- 11 To develop a coaching structure with a consistent approach across all age groups.
- 12 To further develop the coaching of all our young players.
- 13 To continue to encourage development of junior golfers for both boys and girls into adult golf.
- 14 To communicate with appropriate bodies/individuals in order to support the development of golf within the club and to regularly liaise with all members regarding golfing opportunities.
- 15 To examine the junior facilities available at the golf club in order to identify any gaps in provision or improvements that can be made.
- 16 To continually monitor and evaluate all golf development initiatives in order to assess the impact and to identify where resources can be best allocated in the future.

3 ACTION PLAN

3.1 Recruitment

New junior golfers are not often aware of the coaching and membership opportunities that exist for them in golf clubs, particularly if they have no existing connection with the game. Promotion within the existing club membership may no longer provide sufficient membership renewal.

Internal networking - relying on members to encourage friends and family into membership is probably the easiest and most cost effective way to recruit new members. However, HLSGC can no longer rely on this method alone and should consider other forms of recruitment.

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 low cost ways such as placing adverts on the clubs website or a classified invitation in the local paper.

Primary & secondary schools - schools are an obvious place to look for young golfers, and mutually beneficial and sustainable links can be established between golf clubs and schools. It is essential that the golf club considers what it can offer for the benefit of the school and tailor opportunities accordingly.

Local leisure and community centres - see if they would be prepared to display a poster or some flyers that detail what opportunities exist at the golf club. There might be the opportunity to set up a reciprocal arrangement, for example the golf club could display information about classes that are run at the leisure / community centres.

Club based open days and taster sessions - these are a great way to open up golf club to new members. It is important to have a plan and programme to follow, as children are unlikely to take up golf after just one session.

Other sports clubs – Local sports clubs provide a good source of new junior members who already enjoy sport. It may also be mutually beneficial to all parties to promote each other's sport – Houghton Albion FC and Houghton Rugby clubs are obvious targets.

Recruitment Action Plan

| Ref | Action | How/Target | Who | When | Resources |
|-------|---|--|---------------|------------------------|-----------|
| Rec 1 | Produce a recruitment strategy | Create a basic timeline of actions each year | SAC | December 2011 | In house |
| Rec 2 | Increase participation and activity | Deliver programme of taster sessions | GR | Through out the season | In house |
| Rec 3 | Involvement with local schools and sports clubs | Identify priority groups to target | Sub Committee | January 2012 | In house |
| Rec 4 | Create link with local sports centre | Identify priority target | Sub Committee | March 2012 | In house |
| Rec 5 | Maintain the GolfMark award | Keep file up to date | Sub Committee | December 2011 | In house |

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Launch 01January 2011*

3.2 Retention

HLSGC will hold an induction meeting for new junior members as it allows them to be introduced to club officials and other new members at the same time.

It should be emphasised that the juniors are expected to attend as these are for their benefit and for them to demonstrate their commitment to becoming an active member of the golf club.

Why and for whom:

An informal way of introducing new members to the club officials and allows them to be shown around the facilities.

New junior members can meet both new and existing adult members, helping them integrate into the club.

The welcome should be more of a social event. If new members enjoy the event and make new friends, they may be more likely to support future social events.

The invitation should be to the whole family rather than just the individual as it may encourage other members of the family to join.

Other individuals that may wish to attend could include the secretary, manager, professional(s), junior members (including the boys' and girls' captains) and anyone else that supports the junior section.

A formal element of the event is needed, so a short introductory speech by the club captain or junior organiser should serve as an official welcome to the new members.

Officials could introduce themselves to the new members and give a brief outline of their role within the golf club.

Provide new junior members with access to the Junior Handbook to include the following details:

- All contact numbers for club officials.
- Dress code guidelines.
- Competition dates and times.
- Entry to competition regulations.
- Attendance / progress at coaching.
- How to obtain a handicap.
- Rules of golf and etiquette guidelines.
- Rules of the golf club.
- National Skills Challenge information pack

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 golf related reason:

- Restriction on playing in the main/adult competitions.
- Very strict club rules and regulations.

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- Attitudes of the golf club and adult members towards juniors.
- The junior section not being supported by the golf club
- A change of personnel within the junior section or not being able to replace the outgoing junior organiser (no continuity).
- Perception and image of golf and club membership.
- Time constraints of playing golf.
- High membership subscriptions.
- Lack of coaching and competitive opportunities.

To maintain the health of the HLSGC junior section key initiatives need to be maintained and monitored, these include:

- Developing junior club structures
- A junior development plan to ensure continuity
- Appropriate coaching provision for junior members.
- The number and variety of competitive opportunities.
- Making the club membership package more attractive — social activities.
- The cost of subscriptions, especially if there is a big increase between junior fees and intermediate/adult fees.
- Membership categories beyond junior membership (intermediate, student, academy)
- 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.
- Registering for the GolfMark award to receive expert advice from the EGU/ELGA

Retention Action Plan

| Ref | Action | How/Target | Who | When | Resources |
|-------|--|--|---------------|----------------|-----------|
| Ret 1 | Monitor junior membership | Review by Junior sub committee | Sub Committee | Twice yearly | In house |
| Ret 2 | Increase / Maintain membership levels | Promote membership vacancies through various types of marketing. | Sub Committee | September 2012 | In house |
| Ret 3 | Support / develop current junior members | Produce an induction / handbook, National Skills Challenge and training matrix | Sub Committee | On going | In house |

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3.3 Funding

The junior section should strive to be self financing to aid to the financial security of the whole club. To achieve this, the junior section should set out an action plan to monitor and develop this goal.

Funding Action Plan

| Ref | Action | How/Target | Who | When | Resources |
|--------|--|--|---------------|------------|-----------|
| Fund 1 | Develop strategy for Captain's days, Junior Open and other key dates | Agree on type of fund raising, e.g. raffle etc | Sub Committee | March 2012 | In house |
| Fund 2 | Develop sponsorship avenues | Offer range of sponsorship agreements | Sub Committee | March 2012 | In house |
| Fund 3 | Social / Money raising events | Produce diary dates for fund raising events | Sub Committee | March 2012 | In house |

3.4 Communication

Communication with junior members is vital, not just to provide them with an understanding of how the HLSGC junior section works, but it also allows the golf club to highlight the appropriate messages it wishes to promote. The golf club should not expect juniors to know anything without informing them first and this can be done through the use of:

- Junior member's information notice board.
- Junior Handbook.
- Seasonal Newsletters.
- HLSGC Web website, Junior Section.
- Letters to juniors and parents.

What should appear on a junior notice board and/or website?

- Child protection policy/information.
- Details of those involved within the junior section
- Rules and etiquette.
- Dress codes.
- Most improved player of the month.
- Coaching dates and times.
- Handicaps and scoring.
- Competitions results.
- Competition dates and entry requirements.
- Junior Team information – squad, fixtures and results.
- Appropriate contact details (club, county and national).
- Useful golf websites and publications.

It is equally as important for the junior organiser to communicate with the parents of the junior members. Adult members also have an encouraging role to play, as aggressive or harsh words from an adult member can put a child off golf club membership for life.

Communication Plan

| Ref | Action | How/Target | Who | When | Resources |
|-----|--|--|---------------|----------------------|-----------|
| CM1 | Produce a communication strategy (internal & external) | Ensure all appropriate individuals are involved within the decision-making process within the club | Sub Committee | December 2011 | In house |
| CM2 | Communication (internal & external) | Maintain junior section notice board, website and news | SAC | Through out the year | In house |
| | | Letters to juniors and parents | SAC | Through out the year | In house |

3.5 Player Development

HLSGC needs to provide fun and enjoyable activities for the junior section, with the intention of encouraging juniors through friendly and competitive interaction in a team environment and assisting the personal development of individual golfers. Activities need to include coaching programmes, golfing games and skills challenges both for individuals and in teams, which is outlined in greater detail through the National Skills Challenge.

Coaching is vital for young golfers to develop and improve their game and this should be conducted as part of a structured programme, delivered by the professional at HLSGC. Volunteers, including the junior organisers need to take a coaching qualification through the PGA's coach education programme, which will allow volunteers to assist qualified coaches.

Junior golfers should:

- Have the opportunity to receive regular, competent and enthusiastic instruction 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 where the focus is on fun and demonstrate that playing golf can be a great experience that can raise self-esteem, for example skills challenges.

Introduction Handicapping and Competitions

Obtaining their first handicap is a memorable experience for many junior golfers and HLSGC will 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.

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A junior handicapping scheme exists for HLSGC to assign junior handicaps through the recommended CONGU scheme, allowing juniors to obtain a handicap up to 54.

Junior golfers will 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 to practice and this can be achieved by integrating it into a structured coaching programme.

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. Any restrictions for juniors to compete in main club competitions should be no different to those for adults.

Practice:

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 all their time on the course, whilst others will understand the benefits of practice.

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.

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 into a structured coaching programme:

The various stages might be as follows:

- Assessment by the professional on acceptance of their membership to assess entry into the structured process.
- Allow them to play in the wee wonder, 6 hole competition, accompanied by an adult to advise them on etiquette and course management during the course of play.
- The juniors' scores should be recorded each time to measure their improvement for progression into the 18 hole academy competitions.
- A junior handicap can be obtained after only playing 6 (see recommended handicapping scheme).
- Progression to academy class, 18-holes competition, from the 'Blue Tee' incorporated into the main junior competitions.
- Progression to full, junior, 18-holes competition, from the 'Blue Tee' incorporated into the main junior competitions.
- The junior's knowledge of the rules of golf, etiquette and course management should also be monitored, as this will help determine when a junior is able to play unaccompanied by an adult.

- Juniors with handicaps of 29-54 [36 to 54] should be classed as beginners and therefore should only play in junior competitions until they obtain a CONGU handicap.

Once a junior has a CONGU handicap they should be allowed to play in senior competitions as long as they meet with the handicap criteria of the specific competition.

- Age should not be a barrier to prevent juniors playing in club competitions.
- Encourage juniors to play in competitions, to help them maintain an accurate handicap and avoid criticism.

To help our juniors mix with other members of the golf club and also to help them develop, internal matches will be arranged between the junior section and other sections of the golf club, such as:

- Senior's section
- Men's section
- Ladies' section

HLSGC should continue to support the junior team in the local junior league.

With regard to juniors playing in main adult competitions such as the monthly medal or club championship, it is recommended that ability (not age) should be the only factor for juniors entering, providing that the handicap limit of the junior entrants is at least category 2.

Player Development Plan:

| Ref | Action | How/Target | Who | When | Resources |
|-----|---|--|---------------|-----------------------|-----------|
| PD1 | Support the development of junior players | Introduce and develop National Skills Challenges | Sub Committee | January 2012 | In house |
| | | Provide a range of coaching and competitive opportunities for boys and girls | GR | Throughout the season | In house |
| | | Introduce new junior academy division | Sub Committee | January 2012 | In house |

3.6 Coaching

Coaching at golf club level is a vital part of a junior's development, as instruction through a structured system provides a solid footing from which to progress. HLSGC shall devise a policy and matrix for junior coaching to ensure a strategic approach that will develop the juniors along a structured pathway and which incorporates the National Skills Challenge

The policy will address the following:

Coaching personnel — qualified PGA professionals should always be used to ensure a certain standard of coaching and continuity

Funding issues — various sources of funding should be explored and applications submitted where appropriate, for example the EGU/ELGA Junior Club Coaching Grant.

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 are based during the summer or throughout the year.

Age and ability of attendees — similar ability groups are more manageable for the Professional.

It is recommended that the head Professional should 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.

Coaching Plan

| Ref | Action | How/Target | Who | When | Resources |
|-----|---|---|---------------|-----------------|----------------------------|
| CO1 | Produce a coaching plan | Create a basic timeline of actions each year | GR | January 2012 | In house |
| CO2 | Apply for EGU grants | Complete application form | VH | When Applicable | Matched funding. HLS / EGU |
| CO3 | Secure Coaching Funds | Examine internal and external funding opportunities | GR | When Applicable | In house |
| CO4 | Support for coaching | Liaise with the head professional on all coaching matters | Sub Committee | When Applicable | In house |
| CO5 | Utilise initiatives to deliver coaching | National Skills Challenge Scheme | Sub Committee | When Applicable | In house |

3.7 Volunteer Support

To develop a plan to attract new volunteers to support the HLSGC junior section

Volunteer Plan

| Ref | Action | How/Target | Who | When | Resources |
|-----|---|---|---------------|-----------------|------------------------------|
| VO1 | Identify volunteer roles | Define volunteer roles that currently exist and those that are required – keep register | Sub Committee | January 2012 | In house |
| VO2 | Arrange relevant levels of training / CPD | Arrange training dates on appropriate courses | Sub Committee | January 2012 | In house / external training |
| VO3 | Increase number of volunteers involved | Encourage existing members to support voluntary positions within the club | Sub Committee | January 2012 | In house |
| VO4 | Communication and support for parents | Hold a parents evening (include junior members and non members) | Sub Committee | January 2012 | In house |
| VO5 | General communication | Regular communication with parents via letters and website | Sub Committee | When Applicable | In house |

3.8 Monitoring & Evaluation

To continually monitor and evaluate all golf development initiatives in order to assess the impact and identify where resources can be best focused.

Monitoring Plan

| Ref | Action | How/Target | Who | When | Resources |
|-----|---|--|-----|--------------|-----------|
| MO1 | Continually monitor development initiatives | Complete a junior section health check | SAC | Twice yearly | In house |
| | | Create a database to help monitor initiatives and record participants / junior member activity | SAC | Twice Yearly | In house |
| | | Use notice board and website | | | |

3.9 Junior GolfMark

The Golf Mark award is a national scheme that identifies and recognises junior and beginner friendly golf facilities. HLSGC junior section will potentially be supported in three main areas of coaching & playing, club environment (including sports equity & ethics) and child protection & duty of care.

Some examples of questions that need to be satisfied to gain the junior GolfMark:

- How many junior competitions does the club run throughout the year?
- Does the club offer group coaching, including non-members if appropriate?
- What does your coaching include?
- Does your golf club have a minimum age restriction for junior members?
- Is the percentage of active junior members high, medium or low?
- Does the golf club have a junior development plan?
- Has the golf club adopted the CiG child protection policy?
- Does the golf club request that CRB checks are made for relevant personnel?
- Is the child protection policy clearly displayed?

In order to educate both junior members and their parents on the range of golfing opportunities that exist beyond the golf club environment, the junior organiser should be aware of the national development plan, county and local structures and the various stages of player development.

4 Policy Documents

4.1 JUNIOR WELFARE AND CHILD PROTECTION POLICY MISSION STATEMENT

Houghton Le Spring 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 child protection policy and accompanying procedures in order to set out the standards we wish to uphold in running activities for children and in safeguarding the welfare of young people in our care.

Houghton Le Spring Golf Club affiliates to the English Golf Union and the English Women's Golf Association and our Professional coaching staff are all members of the Professional Golfers' Association, therefore the Club recognises the policies of these governing bodies as set out in the 'Guidelines for Safeguarding Children in Golf' resource pack.

POLICY STATEMENT

Houghton Le Spring 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 to have their particular needs taken into account. Houghton Le Spring 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 achieving this endeavour.

POLICY AIMS

- To provide children with appropriate safety and protection whilst in the care of Houghton Le Spring Golf Club, and to encourage their enjoyment of the sport.**
- To reassure parents that their children will receive the best care possible whilst participating in activities with Houghton Le Spring Golf 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.**

4.2 Junior Code of Conduct

This code of conduct has been written to make sure that all young golfers at Houghton Le Spring know the standards of behaviour that are expected of them when playing golf or attending coaching. This will help the volunteers, coaches and staff at the club look after you and make sure that every young person is able to enjoy their time at the club.

- Treat all other golfers, whether adult or junior with the same respect and fairness you would like them to show you
- All golfers should be able to participate in golf without fear of ridicule, harassment or restriction. Uphold this value in all that you do.
- Demonstrate fair play on and off the course. Respect differences in gender, disability, culture, race, ethnicity and religious beliefs between yourself and others
- Challenge discrimination and prejudice
- Look out for yourself and the welfare of others
- Do not engage in any irresponsible, abusive, inappropriate or illegal behaviour
- Challenge behaviour that falls below the expected standards of the club
- Speak out if you are concerned about anything, your own needs or the needs of others
- Be organised and on time
- Do not leave the club following a coaching session, match or competition without the knowledge and permission of the Junior Organiser or person in charge
- Follow the club rules and dress codes
- Listen to the junior organiser and other representatives of the club and comply with their requests. They have your best interests and those of the whole group in mind.
- Demonstrate the highest standards of behaviour at all times
- Advise the junior organiser or coach of any medical conditions which may affect your standard of play

4.3 Guidance for Parents

Houghton Le Spring Golf Club recognises its responsibility to safeguard the welfare of children participating in club activities, and therefore has child protection policies and comprehensive child protection procedures to contribute towards the aim of ensuring that all children at Houghton Le Spring Golf Club have an enjoyable and safe experience of golf.

We wish to work in partnership with parents and therefore would ask that they assist Houghton Le Spring Golf Club by considering the following points:

- Complete the Parent Consent form promptly, and notify the club of any amendments so that we may care for your child as well as possible.
- Ensure that the club has an emergency contact number for you when you are away from the club, a mobile would be preferable and that you leave your mobile switched on so that you can be contacted in an emergency.
- Check your household insurance policy to ensure that your child has adequate and appropriate cover, particularly public liability insurance.
- The transporting of children to and from the club for matches, competitions, and coaching is the responsibility of parents. The club will only become involved in these arrangements in exceptional circumstances. Parents are welcome to contact the parents

of other junior members and make private arrangements to share transport, but this does not fall within the responsibility of the club.

- Take an interest in your child's activity and progress and be supportive.
- Praise the effort as well as the results of your child's participation
- Introduce yourself to the Junior Organiser, coaches and Child Welfare Officer.
- Find out what the club has to offer in terms of coaching and junior competitions, and become familiar with the rules of the club, including any playing restrictions for children.
- Become familiar with Houghton Le Spring Golf Club's Child Protection Policy and Procedures.
- Read the Junior Code of Conduct and discuss this with your child.
- Be punctual when dropping off and picking up your children from coaching and competitions- volunteers cannot leave your child alone at the club and must stay at the club until the last child leaves. If you are likely to be late, please contact the club.
- Take an interest in who your son/ daughter is playing with, introduce yourself if it is an adult you do not know.
- If leaving your son/ daughter at the club please make sure they have some spending money, appropriate clothing (e.g. a hat and sun protection cream to protect them from the sun or waterproofs), a drink to take in their bag, dehydration occurs even if it is not that warm.
- Discuss any particular requirements your child has that may affect the ability of your child to enjoy the sessions or the ability of coaches and volunteers to meet their needs effectively.
- Have clear lines of communication to keep up with your child's progress.
- Ensure that the club has an emergency contact number for you when you are away from the club, a mobile would be preferable and that you leave your mobile switched on so that you can be contacted in an emergency
- Raise any concerns you have about the coaching, club procedures, or care that your child receives with either the Child Welfare Officer or the Junior Organiser so that we may address them appropriately and promptly.
- Make sure that your child knows what time they will be collected, where they are being met, and by whom.

Simon Cossar HLSGC Junior Organiser November 2010

Recruitment Action Plan

| Ref | Action | How/Target | Who | When | Resources |
|-------|---|--|---------------|------------------------|-----------|
| Rec 1 | Produce a recruitment strategy | Create a basic timeline of actions each year | SAC | December 2011 | In house |
| Rec 2 | Increase participation and activity | Deliver programme of taster sessions | GR | Through out the season | In house |
| Rec 3 | Involvement with local schools and sports clubs | Identify priority groups to target | Sub Committee | January 2012 | In house |
| Rec 4 | Create link with local sports centre | Identify priority target | Sub Committee | March 2011 | In house |
| Rec 5 | Maintain the GolfMark award | Keep file up to date | Sub Committee | December 2011 | In house |

Retention Action Plan

| Ref | Action | How/Target | Who | When | Resources |
|-------|--|--|---------------|----------------|-----------|
| Ret 1 | Monitor junior membership | Review by Junior sub committee | Sub Committee | Twice yearly | In house |
| Ret 2 | Increase / Maintain membership levels | Promote membership vacancies through various types of marketing. | Sub Committee | September 2012 | In house |
| Ret 3 | Support / develop current junior members | Produce an induction / handbook, National Skills Challenge and training matrix | Sub Committee | On going | In house |

Funding Action Plan

| Ref | Action | How/Target | Who | When | Resources |
|--------|--|--|---------------|------------|-----------|
| Fund 1 | Develop strategy for Captain's days, Junior Open and other key dates | Agree on type of fund raising, e.g. raffle etc | Sub Committee | March 2012 | In house |
| Fund 2 | Develop sponsorship avenues | Offer range of sponsorship agreements | Sub Committee | March 2012 | In house |
| Fund 3 | Social / Money raising events | Produce diary dates for fund raising events | Sub Committee | March 2012 | In house |

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Launch 01January 2011*

Communication Plan

| Ref | Action | How/Target | Who | When | Resources |
|-----|--|--|---------------|----------------------|-----------|
| CM1 | Produce a communication strategy (internal & external) | Ensure all appropriate individuals are involved within the decision-making process within the club | Sub Committee | December 2011 | In house |
| CM2 | Communication (internal & external) | Maintain junior section notice board, website and news | SAC | Through out the year | In house |
| | | Letters to juniors and parents | SAC | Through out the year | In house |

Player Development Plan:

| Ref | Action | How/Target | Who | When | Resources |
|-----|---|--|---------------|------------------------|-----------|
| PD1 | Support the development of junior players | Introduce and develop National Skills Challenges | Sub Committee | January 2012 | In house |
| | | Provide a range of coaching and competitive opportunities for boys and girls | GR | Through out the season | In house |
| | | Introduce new junior academy division | Sub Committee | January 2012 | In house |

Coaching Plan

| Ref | Action | How/Target | Who | When | Resources |
|-----|---|--|---------------|-----------------|----------------------------|
| CO1 | Produce a coaching plan | Create a basic timeline of actions each year | GR | January 2012 | In house |
| CO2 | Apply for EGU grants | Complete application form | VH | When Applicable | Matched funding. HLS / EGU |
| CO3 | Secure Coaching Funds | Examine internal and external funding opportunities | GR | When Applicable | In house |
| CO4 | Support for coaching | Liase with the head professional on all coaching matters | Sub Committee | When Applicable | In house |
| CO5 | Utilise initiatives to deliver coaching | National Skills Challenge Scheme | Sub Committee | When Applicable | In house |

HLSGC Junior Development Plan- signed off at Committee 14.12.11
Launch 01January 2011

Volunteer Plan

| Ref | Action | How/Target | Who | When | Resources |
|-----|---|---|---------------|--------------|------------------------------|
| VO1 | Identify volunteer roles | Define volunteer roles that currently exist and those that are required – keep register | Sub Committee | January 2012 | In house |
| VO2 | Arrange relevant levels of training / CPD | Arrange training dates on appropriate courses | Sub Committee | January 2012 | In house / external training |
| VO3 | Increase number of volunteers involved | Encourage existing members to support voluntary positions within the club | Sub Committee | January 2012 | In house |
| VO4 | Communication and support for parents | Hold a parents evening (include junior members and non members) | Sub Committee | January 2012 | In house |

Monitoring Plan

| Ref | Action | How/Target | Who | When | Resources |
|-----|---|--|-----|--------------|-----------|
| MO1 | Continually monitor development initiatives | Complete a junior section health check | SAC | Twice yearly | In house |
| | | Create a database to help monitor initiatives and record participants / junior member activity | SAC | Twice Yearly | In house |