



GolfAustralia



Junior Coordinator Administration Kit

Acknowledgements

Golf Australia acknowledges the following bodies who assisted and contributed to producing this kit:

- Affiliated Clubs
- Australian Sports Commission
- England Golf
- State/Territory Golf Associations and Junior Golf Foundations
- PGA of Australia
- School Sport Australia



Australian Government
Australian Sports Commission



Disclaimer

No responsibility is accepted by Golf Australia for any errors, omissions or inaccuracies.

The documents compiled in this kit should be viewed as a guide only and are not a substitute for legal or other professional advice.



Contents

Introduction, Contacts & Checklist

- Introduction
- Contacts
- Checklist

National Junior Programs & Participation

- MyGolf National Junior Program
- MyGolf Schools 1 & 2
- School Sport Australia Golf Championships: 12 Years & Under and 18 Years & Under

People & Organisation

- The Junior Coordinator
- The Junior Sub-Committee
- The Junior Development Plan
- Sample Junior Development Coordinator Job Description
- Sample Junior Sub-Committee Terms of Reference
- Sample Junior Development Plan
- Sample 12-Month Junior Activities Plan

Risk Management & Safety

- Risk Management
- Safety & Injury Prevention
- Sample Risk Assessment & Session Safety Check Form
- Sample Parental Consent Form
- Sample Provision of Consent to use Photographs & Filming Form
- Sample Injury/Incident Report Form
- Guidelines for Dealing with an Incident or Accident
- Coach Code of Conduct
- Administrator (Volunteer) Code of Conduct
- Member Code of Conduct
- Parent/Guardian Code of Conduct
- Spectator Code of Conduct



Contents (cont.)

Coaching, Equipment & Facilities

- Coaching
- Inclusive Coaching
- Planning
- Organising
- Coaching Golf Fundamentals & Skills
- Teaching the Basic Rules of Golf
- Golf Etiquette
- Understanding Competitions & Scoring
- Equipment
- Facilities
- GA Disability Policy

Recruitment & Membership

- Sources of Recruitment & Target Markets
- The Building Blocks
- The Club Building Recipe
- Engagement of Parents
- Girls
- School Links
- Enrolment & Induction
- Retention of Junior Members
- Membership Structure & Fees
- The Membership Package
- Setting Membership Fees
- Dress Standards for Juniors
- Sample Media Release Template
- Sample Letter to a School Offering to Run Golf Clinics
- How to Organise & Conduct a School Recruitment Clinic, including “Closing the Sale”
- Sample Letter to Parent offering Junior Membership to their Son or Daughter
- Sample Cadet Golfer Information





GolfAustralia

Introduction, Contacts & Checklist



GolfAustralia

National Junior Programs & Participation



GolfAustralia

People & Organisation



GolfAustralia

Risk Management & Safety



GolfAustralia

Coaching, Equipment & Facilities



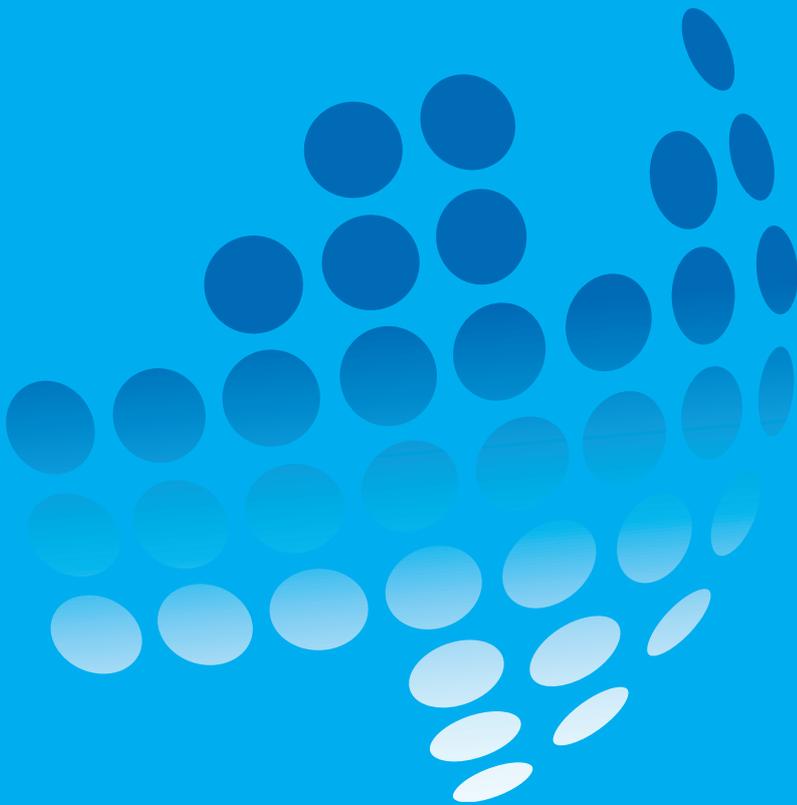
GolfAustralia

Recruitment & Membership



GolfAustralia

Introduction, Contacts & Checklist



Introduction, Contacts & Checklist

Welcome to the Golf Australia Junior Coordinator Administration Kit.

The purpose of this Kit is to provide Clubs, and specifically the Junior Coordinator with information and resources to assist with the organising and running of a successful junior program.

Many clubs in Australia are running successful junior programs and therefore this Kit may just serve to validate such programs; however, it may also provide some useful additional ideas and initiatives. Some clubs do not have a structured program and hopefully this Kit will prompt a call to action.

The future of golf lies with the young golfers of today and Golf Australia along with the PGA of Australia, State/Territory Associations and Junior Foundations is committed to working collaboratively to achieve the best outcomes for the game.

A great deal of work has been done by State/Territory Associations, Junior Foundations and Clubs in the area of junior development, and there are many existing resources from various sources. An aim of this Kit is to harness these collective efforts in the most effective and efficient way, and so some of the contents might be familiar to those experienced with the organisation of junior golf.

The Kit is divided up into the following sections:

- Introduction, Funding, Resources, Contacts & Checklist
- National Junior Programs & Participation
- People & Organisation
- Risk Management & Safety
- Coaching, Equipment & Facilities
- Recruitment & Membership

The objective has been to present the Kit as “user friendly” by providing:

- key organisational and administration requirements
- a reference point to access other relevant information and sources
- various templates and tools
- simple introductory hands on practical information

We welcome any feedback and suggestions and look forward to your support in growing the game.



The Game Of Golf

Golf is a game for life and it teaches values and skills that can be applied to our daily lives, including:

- Integrity
- Honesty
- Respect
- Inclusivity
- Courtesy
- Perseverance
- Sportsmanship

Golf is an inclusive sport that can be played by anyone and at any level and is one of the highest participant sports in Australia. Through introducing a person to the game of golf we can:

- Develop the Golfer
- Develop the Person
- Develop the Game
- Develop the Community

Golf's future depends on the investment in growing the game at the grass roots level, and the pivotal role of the Junior Coordinator.

Assistance

Golf Australia within its Golf Development department works closely with the PGA of Australia and all State/Territory Associations and Junior Foundations to assist Clubs in the delivery of programs to grow the game.

State/Territory Associations and Junior Foundations have Development Personnel who can provide assistance to clubs on participation programs in addition to providing other support as required. If you would like assistance, please contact your State/Territory Association or Junior Foundation.

For contact details for your State/Territory Body refer to the **Contacts** section.



Contacts

National Golf Bodies

Golf Australia
(03) 9626 5050
www.golfaustralia.org.au

Professional Golfers Association of Australia
(03) 8320 1911
www.pga.org.au

Australian Ladies Professional Golf
(07) 5539 0913
www.alpg.com.au

Government

Australian Sports Commission
1300 300 630
www.usport.gov.au

State/Territory Golf Associations

Golf New South Wales
(02) 9505 9105
www.golfnsw.org

Golf Northern Territory
(08) 8927 6950
www.golfnt.org.au

Golf Queensland
(07) 3252 8155
www.golfqueensland.org.au

Golf South Australia
(08) 8267 1353
www.golfsa.com.au

Golf Tasmania
(03) 6244 3600
www.golftasmania.org.au

Golf Western Australia
(08) 9367 2490
www.wagolf.com.au

Golf Victoria
(03) 8545 6200
www.golfvic.org.au





Junior Golf Foundations

Jack Newton Junior Golf
NSW
(02) 9567 7736
www.jnjg.com.au

Greg Norman Junior Foundation
QLD
(07) 3216 0552
www.gngf.org.au

School Sport

School Sport Australia
www.schoolsport.edu.au

QLD School Sport
www.schoolsport.qld.edu.au

School Sport ACT
www.schoolsportact.asn.au

School Sport NSW
www.sports.det.nsw.edu.au

School Sport NT
www.schools.nt.edu.au/ssnt

School Sport SA
www.decs.sa.gov.au/schoolsport

School Sport VIC
www.ssv.vic.edu.au

School Sport WA
www.schoolsportwa.com.au

Disability Groups

Amputee Golf Australia
www.amputeegolfaustralia.asn.au

AUSRAPID
www.ausrapid.org.au

Blind Golf Australia
www.blindgolf.com.au

Deaf Golf Australia
www.deafsports.org.au

Special Olympics Australia
www.specialolympics.com.au

Transplant Australia
www.transplant.org.au



Checklist

The following checklist (with references to the kit) is provided to assist the Junior Coordinator in working through the various key steps in order to establish and sustain a successful junior program.

Milestone	Reference
1. Gain Club Committee endorsement of the need to have a Junior program	-
2. Establish a Junior Sub-Committee Terms of Reference	Section 3
3. Establish a Junior Sub-Committee	Section 3
4. Carry out a Junior Sub-Committee Induction and Risk Management Check which covers: <ul style="list-style-type: none"> ● Member Protection Policies and Procedures ● Relevant volunteers and staff having Working with Children Checks ● All coaches /volunteers having adequate insurances 	Section 4
5. Consider utilising various recommended contacts resources and funding sources	Section 1
6. Consider utilising recommended National Junior Programs within the Club's junior development strategy	Section 2
7. Develop a Junior Development Strategy and Activities Plan and budget which includes: <ul style="list-style-type: none"> ● Key Performance Indicators ● Programs ● School Links ● Recruitment and Retention ● Membership Structures and Pathways ● Equipment and Facility Needs ● Coaching Accreditation ● Marketing and Promotion ● Funding 	Sections 3, 4, 5, 6
8. Gain approval from the Club Committee for the Junior Development Strategy and Activities Plan	-
9. Communicate and promote the Junior activities to Club members and the local community	-
10. Review and monitor the results	-





GolfAustralia

National Junior Programs & Participation



National Junior Programs & Participation

The following section provides information on the various National Junior Programs and participation opportunities. Clubs are encouraged to consider and utilise these programs within their junior activities:

- MyGolf National Junior Program
- MyGolf Schools 1 & 2
- School Sport Australia Golf Championship 12 Years and Under
- School Sport Australia Golf Championship 18 Years and Under

Each State/Territory Association has a well developed talent identification and development pathway, to assist golfers who wish to develop their game to their fullest potential. Many clubs devote considerable resources to player development, and encourage individual golfers to play in open tournaments, inter-club competitions, State-level coaching camps, and State and National tournaments.

MyGolf National Junior Program

Golf Australia and the PGA of Australia have partnered to develop Australia's ONE National Junior Program – MyGolf.

Targeted to girls and boys aged 5 to 12 years of age, the goal of the MyGolf program is to increase participation and engagement in golf by children, and provide a fun, accessible and satisfying introduction to golf by promoting skills development, as well as the social and fun aspects of the sport, to the wider community.

There are many benefits for clubs, facilities and PGA Members in becoming an official MyGolf centre.

Some of these benefits include:

- Increased revenue through a sustainable financial model
- Increase in the number of juniors which can lead to an increase in the number of club members
- To be recognised as a facility that is running Australia's national junior program administered by Golf Australia and the PGA of Australia
- Provides a highly developed program structure to follow
- Promote the Centre for free via the MyGolf website
- Access to extensive resources and equipment
- Flexible program framework to suit the Centre
- Juniors will be directed to Centres via the MyGolf web site
- Opportunity to engage with parents and other family members who can become future golf participants at your facility
- Opportunity to link with national, state / territory and foundation events
- Ongoing support and assistance from Golf Australia and the PGA of Australia

Registered participants and Centre coaches and volunteers are covered by insurance and all participants receive an enrolment pack which includes a club, cap, string bag and ball.

For more information on the program and to register go to www.mygolf.org.au



MyGolf Schools 1 & 2

MyGolf Schools 1 and 2 are programs designed for School Teachers, Development Officers, Community Coaches and PGA Members to deliver golf at schools or at a golf course.

The structured programs incorporate elements of the MyGolf National Junior Program and progressively develop the skills of the game through different activities and drills leading to a Skills Challenge and Competition on a modified golf course.

MyGolf Schools 1 is an introductory program.

MyGolf Schools 2 is more advanced program and empowers the students to participate in the running of the program. It also provides numeracy and literacy components.

Detailed manuals are available for both programs from State/Territory Associations or the Golf Australia web site

Both programs provide students with the foundation and pathway to progress to:

- Participating in the National Primary Schools Golf Championship
- Enrolling in the MyGolf National Junior Program
- Participating in the National Secondary Schools Championship

School Sport Australia Golf Championship 12 Years and Under

This event has been conducted by School Sport Australia since 2002, and is open to boys and girls with a recognised golf handicap who are bona-fide school students, between the ages of 10 years and 12 years as at 31 December in the year of the competition.

Participating States:

NSW, QLD, SA, VIC

Format:

Qualifying

- Qualifying rounds are conducted in each state with a State Final to determine the State Team.
- The format of the qualifying rounds and State Final are determined by the State Association.

Team Size

- A team will consist of twelve (12) players, eight (8) boys and four (4) girls.
- Each State/Territory may enter a team with a minimum number of six (6) boys and three (3) girls.

National Championship Final

- 36 Holes Team (Boys & Girls) Gross Stroke Champions (Craig Parry Shield)
- 36 Holes Teams Nett Stroke Winner – Boys (Bowtell/Abbott Shield)
- 36 Holes Teams Nett Stroke Winner – Girls (Brenda Carnavas Shield)

Further information is available from State/Territory Associations, the Golf Australia web site, or the School Sport Australia web site: www.schoolsport.edu.au



School Sport Australia Golf Championship 18 Years and Under

This event has been conducted by School Sport Australia since 1977 and is open to boys and girls with a recognised golf handicap who are bona-fide secondary school students 18 years and under as at 31 December in the year of the competition.

Participating States & Territories:

ACT, NSW, NT, QLD, SA, VIC, WA

Format:

Qualifying

- Qualifying rounds are conducted in each state with a State Final to determine the State Team.
- The format of the qualifying rounds and State Final are determined by the State Association.

Team Size

- Separate Boys and Girls Teams will consist of six (6) players each.
- Each State/Territory may enter a team with a minimum number of four (4) boys and four (4) girls.

National Championship Final

- 36 Holes Team (Boys & Girls) Gross Stroke Champions
- Match Play Teams Champions – Boys
- Match Play Teams Champions – Girls
- 36 Holes Individual Gross Champion – Boys
- 36 Holes Individual Gross Champion – Girls
- 36 Holes Individual Nett Champion – Boys
- 36 Holes Individual Nett Champion – Girls

Further information is available from State/Territory Associations, the Golf Australia web site, or the School Sport Australia web site: www.schoolsport.edu.au





GolfAustralia

People & Organisation



People & Organisation

The Junior Coordinator

Role of the Junior Coordinator

The Junior Coordinator acts as the catalyst for the smooth running of juniors in a Golf Club. The role of the Junior Coordinator is one of the most rewarding roles because of the impact it has on developing both golf and life skills of young people.

The Junior Coordinator should ideally be a volunteer from within the male or female adult membership. Continuity is very important in creating a strong junior structure and the Club should encourage anyone wishing to take on the role of Junior Coordinator to commit themselves to at least two years.

Anyone who can communicate with children, has a sense of fun, possesses good organisational skills and has the support of the Club Committee can be a Junior Coordinator.

Qualities & Skills of the Junior Coordinator

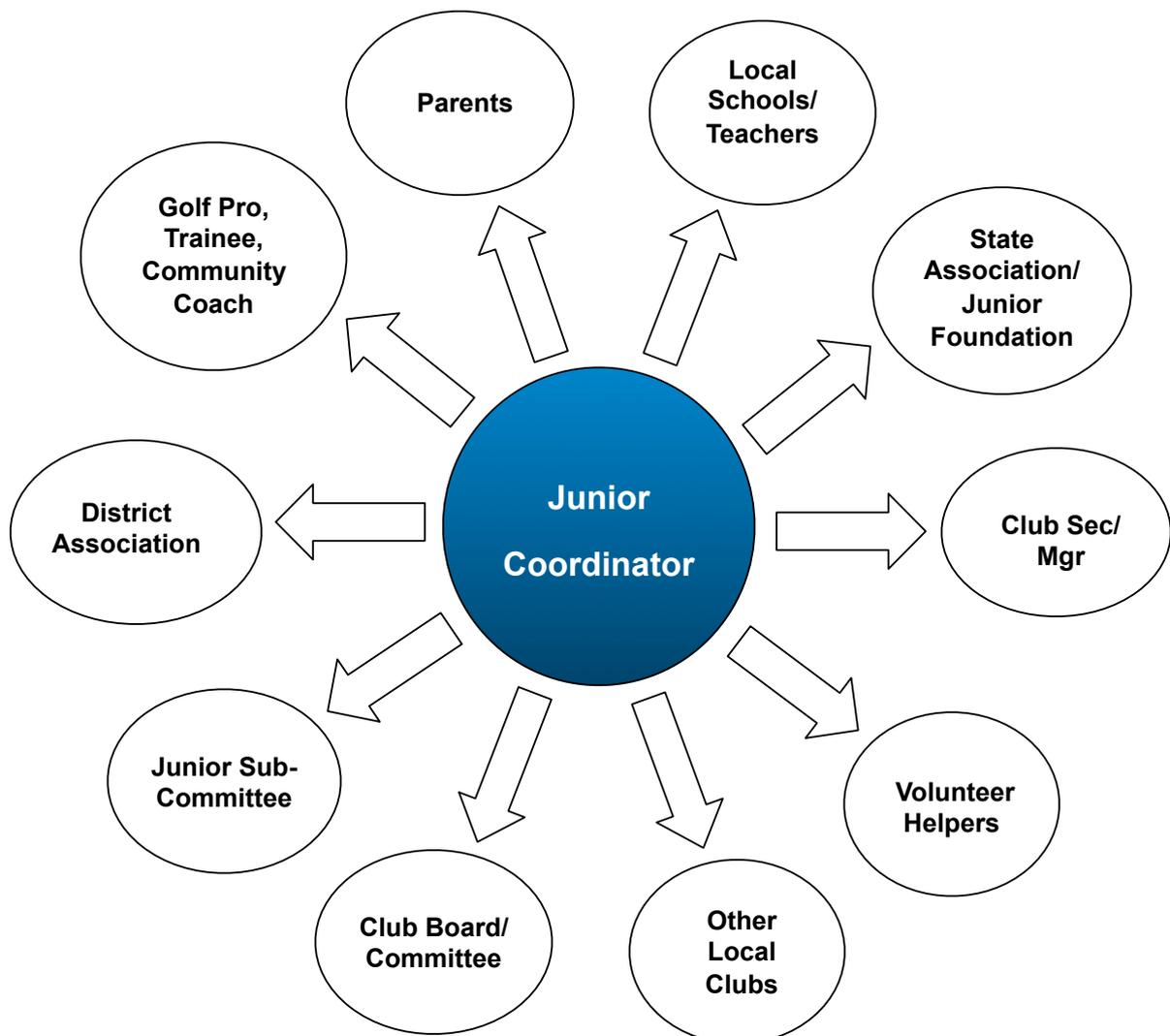
- **Time management** - the Junior Coordinator should be prepared to dedicate time, especially during the school holidays and at weekends.
- **Communication skills** - juniors need someone that they can relate to, who can communicate well and who can introduce a strong element of fun into the game to encourage them to continue their involvement. An ideal person might be someone who has taken early retirement and has brought up his or her own children, or someone who has experience of handling groups of children, for example a school teacher. Often the most logical (and motivated) person is someone who has a son or daughter who is a junior member.
- **Knowledge** - the Junior Coordinator must have a sound knowledge of the game of golf. Knowledge of rules and etiquette of the game, the handicapping system, and course management is important. If the Junior Coordinator has the respect of male and female adult members, this will help greatly when they require assistance with competitions and other events.
- **Administrative skills** - the Junior Coordinator's main administrative task is to have access to and/or keep up to date records of all junior members, with their address, contact details, age, handicap, and progress through coaching and assessment programs. They will also need to be accredited for working with children in accordance with their State's child protection guidelines.
- **Networking** - having a good relationship with their State Golf Association, Junior Foundation and State Development Officer(s) is an advantage as they can access coaching resources, dates of competitions, development resources and any general enquiries that Clubs may have regarding their junior members.
- **Fun and enjoyment** - this is crucial. If the Junior Coordinator can create an enjoyable environment then this will have a positive impact on the juniors and also reflects well on the Club.
- **Recruitment of adult assistants** - assistance from adult members is vital. Assistants can feed back valuable information to the Junior Coordinator as to the standard, progress and potential of juniors. Adult helpers can assist in the running of junior clinics, competitions and events. Appropriate child



protection accreditation is also generally necessary for any adults who regularly work with children.

- **Notice board / website** - a well-kept and organised junior notice board and website can be an effective means of communication. If juniors can easily find relevant information such as telephone numbers, dates for competitions and social events, it will reduce the need for the Junior Coordinator to chase up and remind juniors. It also teaches the juniors to manage their own time.

The following diagram indicates some of the key people and organisations that the Junior Coordinator needs to establish relations with:



How to Recruit a Junior Coordinator

The role of a Junior Coordinator is very important and therefore the Club should recruit a Junior Coordinator in a professional and structured way, to ensure both the individual and the Club understand the process and responsibilities of the role.

Below are the basic steps that a pro-active Club might take in recruiting a new Junior Coordinator:

- Draw up a Job Description, containing:
 - What the job consists of
 - Who the position will report to
 - The expected time requirements
 - Level of involvement with juniors
 - Knowledge and training required
 - Support from the Club, including volunteer expenses
 - Personnel the Junior Coordinator will work alongside
 - Junior Sub-Committee structure & role
 - Mission Statement and the current junior development plan including the Clubs' aims and objectives
- Post a Request for Applications along with the Job Description on the main notice board and website.
- Ask the Captain, President and General Manager/Secretary to identify suitable candidates and approach them personally to encourage them to apply.
- If there is more than one candidate, ensure that the selection process is fair and objective, so that the candidate with the best credentials is chosen. Try not to discourage unsuccessful candidates as the Club might well need their contribution in the future.

Refer to a **Sample Junior Coordinator Job Description** at the end of this section.



Coaching & Amateur Status

The Junior Coordinator should be familiar with the Rules of Amateur Status, so as to avoid any conflict with the Rules by a junior or by a volunteer coach. It is important to understand that it is possible, under certain conditions, for a volunteer coach to earn some income from coaching.

The Rules of Amateur Status are contained in the Rules of Golf. An amateur is defined as someone who plays the game as a non-remunerative and non-profit-making sport and who does not receive remuneration for teaching golf or for other activities because of golf skill or reputation. However, some exceptions apply.

Prizes in amateur events are limited to a value of \$1200 per event.

Those who accept prizes with higher values than the rules allow – a car for a hole-in-one for instance - enter a no-man's land. They have no official handicap and cannot take part in amateur events, but they do not become professionals. Yet players may receive expenses to play in competitions, accept approved golf scholarships, and those who would like to consider a career as a golf professional are allowed to work in a professional's shop to gain experience before making a final decision and giving up their amateur status, provided they do not give any lessons or infringe the Rules in any other way.

Until relatively recently, amateur golfers were prohibited from earning income through coaching activities. However, in 2006 The R&A amended Amateur Status Rule 5-2b to read as follows:

“An amateur golfer may receive approved expenses, payment or compensation for giving golf instruction as part of a Program that has been approved in advance by the Governing Body.”

Following this amendment, Golf Australia (in conjunction with the PGA of Australia) updated the guidelines under which Amateurs can receive payment for giving golf instruction, to encourage the greater delivery of programs aimed at introducing and/or engaging people in golf. These guidelines encourage amateurs to work with PGA members in growing the game while also encouraging the provision of coaching in rural and remote areas.

Amateur golfers must apply to Golf Australia for approval to receive payment for instruction as part of a Golf Australia compliant program under this rule. To be eligible they must be an accredited Level 1 or 2 Community Golf Coach and also meet other requirements. For details of the application process and other issues related to Amateur Status, go to the Golf Australia website www.golfaustralia.org.au and follow the links under Rules & Handicapping. Further information is also provided in the Community Coaching courses.

There are limits for both hours of instruction and income earned for amateurs in relation to golf instruction. Golf Australia has set a limit of 15 hours per week and \$50 per hour up to a maximum of \$15,000 per annum. The reason for this is that the rule change was made with the intent of encouraging the greater delivery of programs aimed at introducing and/or engaging people in golf. It was not made with the intent to allow amateur golfers to set up a business to provide golf instruction full time, as this is the role of PGA members.

Working with PGA Members

Where a Club has a PGA Member, always consult and liaise with them regarding any coaching plans or issues at the Club. The Professional is the primary source of coaching expertise at the Club, and the Junior Coordinator and Professional should work together in the planning of coaching programs.



The Junior Sub-Committee

To ensure that junior development has a structured and clear focus, the formation of a Junior Sub-Committee will provide the Junior Coordinator with support, and ensures that the junior programs have the endorsement of the main Club Committee.

Role & Structure of the Sub-Committee

The Junior Sub-Committee should have the authority (within prescribed limits) to oversee and approve all aspects of junior golf at the Club. Their primary role is to establish a Junior Development Plan and to drive its implementation and monitor progress.

Refer to a **Sample Junior Sub-Committee Terms of Reference** at the end of this section.

Continuity of provision for junior golf will be more easily achieved under the guidance of a Junior Sub-Committee, smoothing out transitional periods when there is a change in personnel.

Individuals involved in the Junior Sub-Committee could include:

Junior Coordinator

- As coordinator he/she should act as the chair of the Junior Sub-Committee
- They need an established communication link with the main Club Committee – either the Junior Coordinator should be a member of the main Committee, or a member of the main Committee should sit on the Junior Sub-Committee

Club General Manager/Secretary

- Their administrative and management qualities are vital
- They may support some of the administration involved and will usually be the contact point for external golfing bodies
- They will be able to provide advice on financial matters, especially funding opportunities
- They will ensure that a child protection policy and procedures are implemented

The Club Professional & other qualified professional coaches

- The main provider of coaching has a major influence on the development of junior golfers and the overall development program
- They have knowledge of the playing ability and potential of individual junior members
- They support the Junior Coordinator and can help to motivate the junior golfers



Volunteer coaches & helpers

- An essential source of help for the Junior Coordinator in terms of support for coaching, competitions and other golfing activities
- Representation from the women's section of the membership is very important
- Volunteers can obtain qualifications through the Golf Australia Community Golf Coach Courses
- A local school physical education teacher could also be very beneficial

Junior members

- Junior members should be involved in decisions as it creates a sense of ownership, and can help to foster a sense of commitment amongst the Juniors
- This will help provide Juniors with experience of a Committee situation and will assist them when they reach adult membership
- Representation from both boys and girls is desirable

Parents

- Children have many different sports and activities competing for their attention, and the support of their parents is essential. This will be helped if they believe that they have a voice and are listened to
- As parents are probably paying the membership fee for their son or daughter, it is crucial to ask what they expect
- This can be an important starting point when deciding on their son or daughters future development

Role of the Club Committee

The Club Committee (or Board) is normally the main governing body of the Club. It authorises the establishment, membership and authorities of the Junior Sub-Committee, and approves plans, programs and budgets. The Chair of the Sub-Committee should be expected to provide regular reports to the main Committee, highlighting progress and performance and raising any areas of concern.

The main Committee should also encourage the promotion of the Junior Sub-Committee, by supporting activities such as:

- An article can be placed in the Club newsletter (junior page) or junior newsletter, or on the website, detailing the names and contact details of the Committee members and other individuals involved with the Juniors
- Committee members' pictures and details can be displayed on the junior notice board and/or website
- The Committee may wish to hold an open afternoon at the Club, allowing Juniors and parents to come along and participate in coaching and junior activities as well as providing an opportunity for Committee members to introduce themselves
- A Junior Handbook can be produced to issue to all current and new members and parents that includes the contact details of Committee members and volunteer helpers



The Junior Development Plan

Successful Golf Clubs make things happen by coordinating and channelling everyone's efforts towards common and agreed goals. A Junior Development Plan is an essential tool in the successful organising of Juniors, as it will provide an assessment of the Club's current situation, aspirations for the future and details of how proposals will be turned into reality.

Having a plan aids organisation, provides a blueprint, helps to establish priorities, guides action, encourages a professional approach, assists communication and provides clear purpose and direction. All areas of a plan can be reviewed and updated on a regular basis, allowing the Club to assess their progress and adjust the plan and targets where necessary.

Purposes of a Junior Development Plan

- To provide information to staff and volunteers
- To provide direction and motivation to those who are working with Juniors
- To provide a means by which progress can be measured, illustrating leadership & forward thinking
- To provide appropriate information, a structure and intentions for those outside of the organisation – particularly parents and prospective members
- To link into state and national development plans, and have the opportunity to access funding from governing bodies

Structure of the Plan

A comprehensive Junior Development Plan highlights the main aims, objectives and actions for junior members. The main areas could include:

- Recruitment
- Retention
- Communication
- Membership and Fee Structures
- Coaching and Playing Structures
- Volunteer Support
- Working with Children Obligations
- Inclusion

A good plan includes specific targets that are measurable and achievable, and include a time frame. For instance, rather than have an aim "to increase junior membership", a more effective target would be "to increase junior membership by 10 boys and 5 girls by year end". It is essential to obtain main Committee approval of the Plan, including budget and resource requirements.

A Club may wish to have short, medium and long term aims within their development plan taking into consideration the length of the plan – 1 to 2 years, up to 4 years or even 10 years.

Once a development plan is in place it is important to communicate it either through a junior or golf Club newsletter or website, or make reference in a Junior Handbook or membership guide. It is also good practice to publicise regular (e.g. quarterly) progress reports, to highlight the focus on junior development to members.

Refer to a **Sample Junior Development Plan & Sample 12-Month Junior Activities Plan** at the end of this section.



Sample Junior Development Coordinator Job Description

Reports To:

<General Manager/Secretary, Club Captain, Club President, or relevant person>

Key Purpose:

To coordinate the Club's junior development program

Knowledge & Experience:

- Experience in junior development and/or teaching
- Understanding of the game of golf
- It is highly recommended that the Junior Coordinator completes the Community Golf Coach Course

Key Competencies:

- Excellent organisational and administration skills
- Highly developed communication skills with the ability to relate to children, teenagers and parents
- Able to work effectively within a Sub-Committee and a team of volunteers

Key Responsibilities:

Administration

- Prepare the agenda for Junior Sub-Committee Meetings and forward minutes of meetings to the Club General Manager/Secretary
- Produce junior development content for newsletters and the web site
- Review and coordinate the Club's Junior Development Plan
- Maintain the Club's Junior Policies and Procedures Handbook
- Maintain the junior development budget
- Identify and recruit others to help with junior tasks as necessary
- Ensure that all assistants have working with children checks and appropriate insurances
- Attend relevant District (or Metropolitan) Junior Meetings
- Assist with the application for junior funding grants
- Ensure that relevant Risk Management, Safety, and Member Protection policies and procedures are followed accordingly



Competitions and Coaching

- Organise the running of the MyGolf National Junior Program
- Arrange club junior competitions
- Arrange junior competitions with other nearby clubs
- Manage the junior pennant teams
- Advise on the selection of juniors for entry into camps
- Assist the identification of talented juniors
- Coordinate volunteers to complete Community Coach Education Courses

Membership and Recruitment

- Arrange and coordinate School Recruitment Clinics and Come and Try Days
- Organise new junior member induction evenings/functions
- Coordinate juniors with parents social activities
- Educate new junior members on the etiquette and values of the game
- Support juniors as they progress through the development pathway

Note:

Given that the role of the Junior Coordinator is quite extensive it may be appropriate to delegate some of the responsibilities to various members of the Junior Sub-Committee.



Sample Junior Sub-Committee Terms of Reference

Purpose

The purpose of the Junior Sub-Committee is to develop and oversee the strategies and programs that promote junior participation which leads to sustainable Club junior membership growth.

Constitution/By-Laws

The Sub-Committee was established by resolution of the Committee of the (insert name) Golf Club on (insert date).

Responsibilities

The responsibilities of the Sub-Committee are:

- To develop, implement and review the Club's junior development program
- To establish junior membership target numbers and ensure that they are achieved
- To develop and review junior policies and procedures
- To educate juniors on the etiquette and values of golf
- To support the Membership Sub-Committee with the induction for new junior members into the Club
- To provide opportunities for all juniors to develop their golf through appropriate talent identification pathways and programs
- To ensure that relevant Risk Management, Safety, and Member Protection policies and procedures are followed accordingly

Membership

It is recommended that the Sub-Committee shall have a minimum membership of 5 members, consisting of:

- Committee Member (at least 1)
- Junior Coordinator
- Golf Professional (if applicable)
- Co-opted Members (as required)

Chairperson

The Chairperson shall be appointed by the Committee. In his or her absence, the Chairperson may nominate a substitute from the Sub-Committee to be the Chairperson.

Secretary

The (insert title of person) shall act as Secretary to the Sub-Committee.

Quorum

A quorum shall be half the number of Committee members plus one.





Meetings

Meetings shall be held not less than 3 times per year. The agenda and meeting papers shall be distributed to Members not less than one week before the meeting. The minutes shall be recorded and then distributed to the Chairperson for approval within one week of the meeting.

Authority

The Sub-Committee has authority to commit expenditure as approved in the annual budget and is authorised by the Committee to investigate any activity within its responsibilities. The Sub-Committee is required to make recommendations to the Committee on any proposed new policy or proposed change to policy, within its responsibilities.

Reporting

The minutes are to be tabled at the Committee Meeting following the Sub-Committee meeting along with and any recommendations of the Sub-Committee.

Review

The Terms of Reference of the Sub-Committee shall be reviewed annually by the Committee.

Date Approved:

Date Reviewed:



Sample Junior Development Plan

Vision Statement:

“To be a leading club in attracting, engaging and retaining junior golfers in an inclusive and welcoming club environment.”

Area	Actions	Key Performance Indicators (where appropriate)	Responsibility	When
People & Organisation	<ul style="list-style-type: none"> Gain commitment from the Full Committee to establish a Junior Sub-Committee Establish a Junior Sub-Committee Terms of Reference Establish a junior development vision statement and strategy Recruit 5 volunteers to serve on Junior Sub-Committee 		General Manager/ Secretary	
Junior Program Structure	<ul style="list-style-type: none"> Establish a 12 month junior activities program with targets eg no. of new junior members, no. of school visits, no. of children recruited into beginner programs Identify local schools to establish links with Register as a MyGolf Centre Confirm the scheduling of the MyGolf National Junior Program 		Junior Sub-Committee	
Membership	<ul style="list-style-type: none"> Review junior membership structures & categories eg sub-junior, cadet, junior Recommend any changes for Full Committee approval and Member approval (if required for Constitution changes) Develop a junior membership induction process & handbook 		Junior Sub-Committee	
Publicity & Promotion	<ul style="list-style-type: none"> Develop a publicity & promotion program <ul style="list-style-type: none"> - Press releases for local media - Flyers and brochures - Web site junior section - Communication with members 		Junior Sub-Committee	
Coaching	<ul style="list-style-type: none"> Encourage new volunteers to complete Community Golf Coach Course 		Junior Sub-Committee	
Finance	<ul style="list-style-type: none"> Develop budget for the junior development program Explore funding and grants opportunities Gain approval from Full Committee for the budget 		Junior Sub-Committee	



Sample 12-Month Junior Activities Plan

Block/School Term	Activities	Where
A	<ul style="list-style-type: none"> • School Recruiting Clinics • MyGolf National Junior Program (8-10 Weeks) • Skills Challenge Competition • New Sub-Junior & Cadet Members Induction Day with Parents 	School or Club Club Club or School Club
B	<ul style="list-style-type: none"> • Modified 3/6/9 Hole Competitions • Participate in Primary Schools Championship with Local School(s) • Schools Best Putter Competition • Skills Challenge Competition 	Club Club School Club or School
C	<ul style="list-style-type: none"> • Skills Challenge Come and Try Day • Skills Challenge Team Shootout against Neighbouring Club(s) 	Club Club
D	<ul style="list-style-type: none"> • School Recruiting Clinics • MyGolf National Junior Program (8-10 Weeks) • Modified 3/6/9 Hole Competitions • End of Year Sub-Junior Championship & Presentation Night 	School or Club Club Club Club

Note:

Blocks link to School Terms and can be varied to suit time of year





GolfAustralia

Risk Management & Safety



Risk Management & Safety

Risk Management

What is Risk Management?

Risk is the effect of uncertainty on objectives (whether positive or negative).

Risk Management is the identification, assessment, and prioritisation of risks, followed by actions to minimise, monitor, and control the probability and/or impact of unfortunate events. In other words, what do you need to do to stop things from going wrong?

At a golf club, there are many issues to consider when undertaking a Risk Management Assessment e.g:

- providing leadership to develop a welcoming and inclusive club
- developing and adopting Member Protection and Codes of Behaviour
- ensuring the Constitution and membership rules do not result in members being treated unfairly
- ensuring selection and other club decisions are fair and not based on stereotypes and irrelevant characteristics (e.g. team selection)
- choosing the right people and ensuring coaches and other personnel meet child protection requirements
- developing or adopting guidelines that support coaches and other personnel to provide safe environments for participation, particularly for children
- communicating policies and procedures to all personnel and members – including any screening and mandatory reporting responsibilities, who to complain to and how complaints will be dealt with
- providing education and training for administrators, coaches and other personnel to support them in their role
- taking complaints about discrimination, harassment and abuse seriously and acting quickly
- appointing a Member Protection Information Officer (MPIO) to handle all complaints

Junior Coordinators, Coaches and others who work with juniors have particular responsibilities. To assist you in meeting your responsibilities your club should:

- ensure that you undergo a Working With Children or other police checks as required by your State's legislation
- explain your duties and responsibilities (e.g., with a written job description)
- provide you with information about expected codes of behaviour
- support you to complete training to improve your skills and knowledge
- provide you with guidelines to support you in your role (e.g., heat guidelines, photographing children)



To create an inclusive environment for participation and to manage your risks as a Junior Coordinator/Coach you should:

- maintain control (e.g. don't lose your temper, harass or bully others)
- balance competition with participation in junior sport
- follow fair, transparent and consistent team selection processes
- consider flexible coaching practices (e.g. to include people with a disability)
- make sure you use appropriate coaching techniques (e.g. do not use punishment or over training to improve performance)
- maintain appropriate boundaries (e.g. avoiding intimate relationships)
- avoid being alone with a child or young person (e.g. in the change rooms)
- maintain appropriate physical contact (e.g. when demonstrating a skill)
- avoid transporting children one on one, and not without parental consent
- make sure any electronic communication with players is about team matters
- do not provide players with alcohol or drugs
- seek permission when taking images of players, particularly children – refer to the GA Member Protection Policy take action over any inappropriate behaviours (e.g. harassment or suspicions of harm against a child)

The website **Play by the Rules** (www.playbytherules.net.au) is an initiative supported by Federal, State and Territory Governments which provides a wealth of information on managing risks, legal issues and child protection.

Occupational Health & Safety

It is important that the Junior Coordinator and/or Coach are aware of the Club's or facility's obligations in regard to Occupational Health & Safety to provide a safe environment for employees, contractors, members and visitors. This commitment also extends to ensuring the facility does not place the local community at risk of injury or illness.

Therefore if an accident or incident occurs there are procedures which must be followed. Discuss these procedures with your Club if you are not aware of them.

Some key procedures include:

- Hazard Assessment and Reporting
- Injury/Incident Reporting
- Emergency Procedures

Note: Records of injuries/incidents involving children should be kept for 6 years after the child turns 18 years of age.

Refer to a **Sample Injury/Incident Reporting Form** and **Guidelines for Dealing with an Incident or Accident** at the end of this section.

It is also highly recommended that a Risk Assessment is carried prior to the commencement of any session.

Refer to the **Sample Risk Assessment Session Safety Check Form** at the end of this section.



Legal Responsibilities

The Coach will be judged not by what he/she knows, but what he/she should have known. Ignorance is no excuse in law. The Coach must then act in accordance with that knowledge.

If coaching at a club, Coaches must ensure that they are acting on behalf and with the full permission of the club, and that the club's insurance policy covers their coaching activities.

Insurance (see below) is not a substitute for safe and correct coaching practices. A coach, whether amateur or not, may be at risk of litigation from:

- Athlete injury
- Libel and slander
- Athlete selection
- Inadequate supervision
- Inappropriate administration of first aid
- Inappropriate training methods
- Assault
- Food/drink poisoning
- Inadequate safety advice
- Failure to ensure facilities and equipment are safe

The risks of litigation can be reduced by complying with the guidelines in this Kit.

Working with Children Obligations

Child protection is not a subject that is separate from the day-to-day activities in golf - it is an intrinsic part of the running of a Golf Club or golfing events. It is an integral part of planning, risk assessment and organisational processes. In a sporting context, risks for the welfare of children can come from a number of sources:

- From specific individuals who have involved themselves in sport so that they can exploit their position of influence or responsibility for their own objectives, rather than for the benefit of children. This can include the sexual, emotional or physical abuse of children
- As a result of unrealistic expectations being placed on children to perform beyond their ability or capability by parents, coaches or officials. This can often be seen in the "pushy parent" or the strict coach
- As a result of bullying by other children or adults, for example, where a Junior Coordinator shows favouritism towards some children and treats certain others harshly
- As a result of poor planning or lack of awareness of the specific needs of children when participating in sport

Adults who are involved in the administration of children's sport, junior coaching or supporting junior activities have a responsibility to:

- Review their own behaviour in sport to ensure that they demonstrate the highest possible standards
- Introduce and adhere to appropriate procedures to safeguard children's welfare and protect themselves as adults involved with children
- Be informed about and be able to recognise the signs and symptoms of abuse
- Take appropriate action should they be concerned about an adult's behaviour or a child's welfare

Golf Australia (GA) has a comprehensive **Member Protection Policy** which can be accessed on its website, and from which much of the following has been sourced.



Every person and organisation bound by the policy (which includes individuals sitting on boards, committees, and sub-committees, employees and volunteers, coaches, affiliated clubs) must always place the safety and welfare of children above all other considerations.

GA acknowledges that their staff and volunteers provide a valuable contribution to the positive experiences of juniors. GA aims to ensure this continues and to protect the safety and welfare of its junior participants. Several measures will be used to achieve this such as:

- Prohibiting any form of abuse against children
- Providing opportunities for juniors to contribute to and provide feedback on program development
- Carefully selecting and screening people whose role requires them to have regular contact with children
- Ensuring people have completed a statutory Working with Children Check
- Ensuring codes of conduct, particularly for roles associated with junior sport, are promoted, enforced and reviewed
- Providing procedures for raising concerns or complaints
- Providing education and/or information to those involved in our sport on child abuse and child protection

GA requires that anyone who reasonably suspects that a child has been or is being abused by someone within our sport, to report it immediately to the Member Protection Information Officer or the police or relevant Government agency and CEO/MPIO of GA or the respective State/Territory organisation or the respective Affiliate Member Club.

Most states and territories now require that anyone who is intending to work with children to have a formal **Screening** or **Working with Children Check**. These can involve criminal history checks, signed declarations, referee checks and other appropriate probity checks to assess people's suitability to work with children.

Screening requirements vary across Australia. Contact the relevant agency to find out more information about police checks and Working with Children Checks in your state or territory.

If your state or territory does not have a statutory requirement, the GA Policy contains a **Screening Process** which Clubs should use for anyone who occupies or applies for any role that involves people under the age of 18 years.

Taking images of children is a particular activity that needs careful thought and planning. Images of children can be used inappropriately or illegally. GA requires that individuals and associations, wherever possible, obtain permission from a child's parent/guardian before taking an image of a child that is not their own and ensure that the parent knows the way the image will be used. GA also requires the privacy of others to be respected and disallows the use of camera phones, videos and cameras inside changing areas, showers and toilets.

If GA uses an image of a child it will avoid naming or identifying the child or it will, wherever possible, avoid using both the first name and surname. GA will not display personal information such as residential address, email address or telephone numbers without gaining consent from the parent/guardian. GA will not display information about hobbies, likes/dislikes, school, etc as this information can be used as grooming tools by pedophiles or other persons. GA will only use appropriate images of a child, relevant to the sport and ensure that the child is suitably clothed in a manner that promotes the sport, displays its successes, etc.

GA requires their members, member associations and clubs to do likewise.



Also included in the Policy are **Codes of Conduct for Coaches, Volunteers, Members, Parent/Guardians and Spectators**. It also contains an Investigation Procedure to be followed in the case of alleged child abuse, along with pro-formas for recording complaints and allegations. To assist in consistency and accuracy in following procedure and reporting on the issues covered by GA's Member Protection Policy, the following documents, which can be accessed from the GA web site should be used:

- E1 Confidential Record of Informal Complaint – to be used by MPIOs or others who receive a complaint or allegation
- E2 Confidential Record of Formal Complaint – to be used when a formal complaint is received by GA
- E3 Confidential Record of Child Abuse Allegation – to be used by MPIOs or others who receive complaints or allegations of child abuse

Refer to a **Sample Parental Consent Form** and **Codes of Conduct for Coaches, Administrators/Volunteers, Members, Parents/Guardians and Spectators** at the end of this section.

General principles to be followed when completing a report of a complaint:

- Treat all complaints seriously
- Report the complaint to the Member Protection Information Officer
- Deal with complaints promptly, sensitively and confidentially
- Maintain a calm attitude
- Ask the complainant if they will consent to you taking notes
- Write the description of the complaint /problem using the complainants own words (as much as is possible)
- Find out the nature of the relationship between the complainant and the person complained about (for example, coach/competitor, team members, etc) and if there is any relevant history
- Take a note of the facts and do not pre-judge the situation
- Ask the complainant whether they fear victimisation or other consequences
- Find out what outcome the complainant wants and if they need any support
- Ask the complainant how they want the complaint to be dealt with under the policy
- Keep the complaint confidential and do not disclose it to another person without the complainant's consent except if disclosure is required by law (for example, a report to government authorities) or if disclosure is necessary to deal effectively with the complaint

Insurances

All affiliated golf club members have Personal Liability Cover (with a limit of \$20m) provided through Golf Australia's insurance policy. Accredited Amateur Coaches (who are qualified under GA's recognised coaching programs and are members of a golf club) are also covered for Professional Indemnity up to \$5m. Full details of the cover can be found on Golf Australia's website.

Cover for Personal Injury and Equipment are separate – check with your Club.



Safety & Injury Prevention

We have a fundamental obligation to provide a safe environment for juniors and adults alike. We want our participants to:

- Have fun
- Develop their skills
- Attain a sense of achievement
- Be protected from exposure to injury
- Come back again

Sports Medicine Australia has published Safety Guidelines for Children and Young People in Sport and Recreation (available on their website www.sma.org.au), which provides helpful principles and practices for coaching children. Golf, of course, has specific requirements.



Golf Safety Rules

1. Instructor

- Approach children from face on

2. Check the Playing Area

- No stones or obstacles

3. Warm Up/Stretch/Warm Down (see below under Injury Protection)

4. Golf Clubs

- Leave clubs on ground when not in use
- Use a whistle to signal stop
- Teach children to stop and look before each swing: **Stop – Look – Swing**
- Swinging of clubs only done in designated areas
- Ensure no one is within at least 4 club lengths (3 metres) when swinging a club
- Ensure no child is in front of a person hitting or swinging
- When instructing, children should hold their clubs by the head to discourage swinging

5. Balls

- Before shots are played make sure that those in front are well out of range

6. Group Sizes

- Groups of 2 or 3 children, and only one child should be using the club with other children in the designated safety area, at least 4 club lengths (3 metres) away

7. Fore

- Yelled if a ball is heading towards another player



Injury Prevention

- Ensure sun screen is applied and hats are worn in hot weather
- Check that clothing is appropriate (hot and cold weather)
- Have a first aid kit
- Become first aid accredited
- Have an emergency plan
- Be aware of and keep a record of medical conditions of all participants before the session
- Keep a record of medical conditions, contact details for participants and injury register
- Fluids should be available in the vicinity of playing area
- Consider supplying drink containers
- Thirst is a poor indicator of fluid replacement
- Fluids should be consumed before, during and after a coaching session

Warming up increases blood and oxygen flow to the muscles. A light aerobic activity is recommended e.g. jog at a slow pace for 2 – 3 minutes. This should be followed by a series of stretches, using the following principles:

- Stretch slowly
- No pain should be felt
- Hold stretch for 10 seconds
- Avoid bouncing
- Stretch both sides of body
- Repeat each stretch 2-3 times

To warm down, use the same exercises as used for the warm up, and finish with some stretching.



Sample Risk Assessment & Session Safety Check Form

Venue.....

Date.....

Playing Area:

Check that the area and surrounds are free from obstacles. Is the area fit and appropriate for the planned activities? Yes/No

Describe any hazards and actions taken to mitigate the risk

Equipment:

Check that all equipment is sound and suitable for use. Are all equipment items safe for the planned activities? Yes/No

Describe any unsafe equipment and actions taken

Players:

Check that the Participants Register is up to date with medical information and contact details. Check that players are appropriately dressed.

Is the Register in order? Yes/No

Describe any deficiencies and actions taken

Are the players appropriately dressed? Yes/No

Describe any deficiencies and actions taken

Emergency Details:

Check that emergency vehicles have clear access, that a working telephone and emergency numbers are available, and that exit points are clear.

Is access, and are exit points clear? Yes/No

Describe any deficiencies and actions taken



Is a working telephone, with emergency numbers, available?

Yes/No

Describe any deficiencies and actions taken

Safety Information:

Check that evacuation procedures are posted and clearly visible. Ensure that staff and volunteers have access to information relating to health & safety, and emergency procedures.

Are emergency procedures published and accessible?

Yes/No

Describe any deficiencies and actions taken

Does the Club need to take any further action?

Yes/No

Please specify

Signature

Name

Position

Date



Sample Parental Consent Form

Name:.....Male/Female (please circle)

Address:.....Postcode.....

Date of Birth:..... Email:

School Year:..... School Attending:.....

Name of Parents/Guardians:.....

Telephone:..... (H)..... (W)..... (Mobile)

I wish to enrol my child in the junior golf program conducted by Golf Club.

Signed:.....Date:.....
(Parent/Guardian)

MEDICAL REPORT

Medical/Hospital Insurance Name :.....Number:.....

Medicare Number:.....Ambulance Membership Number:.....

Is your child presently taking tablets and / or medicine? Yes/No (please circle)

If YES, please state name of medication and dosage:.....

Please tick if your child suffers any of the following:

Fits of any type Dizzy spells Travel Sickness Asthma Heart Condition Migraine Other

Allergies to: Penicillin: Any Foods: Drugs: Other:.....

Comments.....

What Special Care is recommended?.....

I the undersigned, hereby authorise the:
(FIRST NAME) (SURNAME)

.....Golf Club or its nominated representative, to make such arrangements as are deemed necessary by the attending medical practitioner in the event of emergency medical treatment being necessary in respect of my child.

Signed:.....Date:.....





Sample Provision Of Consent To Use Photographs & Filming Form

- a) I give my consent to theGolf Club to copy or reproduce images of my child (whether by photo, film or other electronic or printed media) without the acknowledgment of myself or my child and without my entitlement to any remuneration or compensation now or in the future.

- b) I acknowledge that the images are the property of the..... Golf Club.

- c) The Golf Club agrees not to use any image in a manner that may be deemed adverse or defamatory, and will only use the image(s) to promote the Club, its aims and programs.

Authorisation

I hereby agree to the terms and understand the conditions set out in a), b) & c) above.

Signed:..... Date:.....
(Parent/Guardian)



Sample Injury /Incident Report Form

Surname:.....Other names:

Gender: Male Female

Department/area:.....Date of injury:..... Time:.....

Description of injury: Injury Type: eg cut, strain, burn etc.
.....
.....
.....

Location where injury/incident occurred:

Witnesses: (name & contact number or address)

1. Phone:

2..... Phone:

Employee/Supervisor signature:.....(indicate which) Date:

Has a WorkCover claim been made? Yes / No

This form must be forwarded towithin 24 Hours of the accident



Guidelines for dealing with an Incident or Accident

- Stay calm, but act swiftly and observe the situation. Is there further danger?
- Listen to what the injured person is saying.
- Alert the first aider who should take appropriate action for minor injuries, and advise on action for more serious injuries.
- If needed or in doubt, call the emergency services.
- Ensure the rest of the group is safe and adequately supervised.
- Do not move someone with major injuries – wait for the emergency medics.
- Contact the injured person's parent/guardian without delay.
- Complete the Injury/Incident Report Form.



Coach Code of Conduct

In addition to Golf Australia's General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held or sanctioned by Golf Australia, a member association or an affiliated club and in your role as a coach appointed by Golf Australia, a member association or an affiliated club:

- Do not tolerate acts of aggression.
- Provide feedback to players and other participants in a manner sensitive to their needs. Avoid overly negative feedback and enforce that coming first is not always the priority.
- Recognise players' rights to consult with other coaches and advisers. Cooperate fully with other specialists (for example, sports scientists, doctors and physiotherapists).
- Treat all players fairly within the context of their sporting activities, regardless of gender, race, place of origin, athletic potential, colour, sexual orientation, religion, political beliefs, socio-economic status and other conditions.
- Encourage and facilitate players' independence and responsibility for their own behaviour, performance, decisions and actions.
- Involve the players in decisions that affect them.
- Encourage players to respect one another and to expect respect for their worth as individuals regardless of their level of play.
- Ensure that the tasks and/or training set are suitable for age, experience, ability, and physical and psychological conditions of the players.
- Ensure any physical contact with players is appropriate to the situation and necessary for the player's skill development.
- Be acutely aware of the power that you as a coach develop with your players in the coaching relationship and avoid any sexual intimacy with players that could develop as a result.
- Avoid situations with your players that could be construed as compromising.
- Actively discourage the use of performance enhancing drugs, and the use of illegal substances.
- Actively discourage the regular use of alcohol and tobacco.
- Abide by the relevant Child Protection Requirements and Legislation in the State you perform your duties.
- Do not exploit any coaching relationship to further personal, political or business interests at the expense of the best interest of your players.
- Accept and respect the role of officials in ensuring that competitions are conducted fairly and according to established rules.
- Know and abide by rules, regulations and standards, and encourage players to do likewise. Accept both the letter and the spirit of the rules.
- Be honest and ensure that qualifications are not misrepresented.

Reference: GA Member Protection Policy



Administrator (Volunteer) Code of Conduct

In addition to Golf Australia's General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held by or under the auspices of Golf Australia, a member association or an affiliated club and in your role as an administrator of Golf Australia, a member association or an affiliated club:

- Resolve conflicts fairly and promptly through established procedures
- Maintain strict impartiality
- Be aware of your legal responsibilities
- Abide by the relevant Child Protection Requirements and Legislation in the State you perform your duties
- Act honestly, in good faith and in the best interests of the sport as a whole
- Ensure that any information acquired or advantage gained from the position is not used improperly
- Help coaches and officials highlight appropriate behavior and skill development, and help improve the standards of coaching and officiating

Reference: GA Member Protection Policy



Member Code of Conduct

In addition to Golf Australia's General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held or sanctioned by Golf Australia, a member association or an affiliated club and in your role as an official appointed by Golf Australia, a member association or an affiliated club:

- Place the safety and welfare of the players/participants above all else
- Accept responsibility for all actions taken
- Be impartial
- Avoid any situation which may lead to a conflict of interest
- Be courteous, respectful and open to discussion and interaction
- Value the individual in sport
- Abide by the relevant Child Protection Requirements and Legislation in the State you perform your duties

Reference: GA Member Protection Policy



Parent/Guardian Code of Conduct

As a parent/guardian of a player/participant in any activity held by or under the auspices of Golf Australia, a member association or an affiliated club, you must meet the following requirements in regard to your conduct during any such activity or event:

- Respect the rights, dignity and worth of others
- Remember that your child participates in sport for their own enjoyment, not yours. Do not pressure them
- Focus on your child's efforts and performance rather than winning or losing
- Never ridicule or yell at your child and other children for making a mistake or losing a competition
- Show appreciation for good performance and skilful plays by all players (including opposing players)
- Demonstrate a high degree of individual responsibility especially when dealing with or in the vicinity of persons under 18 years of age, as your words and actions are an example
- Respect officials' decisions and teach children to do likewise
- Do not physically or verbally abuse or harass anyone associated with the sport (player, coach, umpire and so on)
- Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion
- Be a positive role model
- Understand the repercussions if you breach, or are aware of any breaches of, this code of behaviour
- Respect officials' decisions and teach children to do likewise

Reference: GA Member Protection Policy



Spectator Code of Conduct

As a spectator of an activity held by or under the auspices of Golf Australia, a member association or an affiliated club, you must meet the following requirements in regard to your conduct during any such activity or event:

- Respect the performances and efforts of all people
- Reject the use of violence in any form, whether it is by spectators, coaches, officials or athletes
- Respect the decisions of officials and administrators
- Do not use foul language, sledge or harass players, coaches or officials

Reference: GA Member Protection Policy





GolfAustralia

Coaching, Equipment & Facilities



Coaching, Equipment & Facilities

Coaching

The role of the Coach is vital to the success of any junior development program. The Coach is ideally a PGA Member, although many Clubs rely on volunteer Community Coaches to perform this role.

Therefore the role of the Community Golf Coach may also be the responsibility of the Junior Coordinator.

The following section provides information that is relevant to performing the role of a Community Golf Coach.

It is highly recommended that any club volunteers carrying out this role, complete the Community Golf Coach Course. Information on this course and other courses is available through State/Territory Associations or Golf Australia.

Key Tasks of the Community Golf Coach

- Coordinate Introductory Golf Programs
- Assist Junior Membership Recruitment and Retention
- Teach Fundamental Skills to Beginners
- Teach Basic Rules and Etiquette to Beginners



Inclusive Coaching

All people should have equal opportunity to participate in golf. Although sport for all is a major objective for contemporary sport providers, marginalisation still occurs on the basis of ability, body shape, disability, ethnicity, gender, geographical location, and socio-economic status. It is important to recognise these issues in order to meet the challenge so that all young people have the fundamental right to be physically active and play sport.

Disability

People with a disability enjoy their sporting experiences in the same ways as people who do not have a disability.

Sport providers have a responsibility to create opportunities for all people, including people with a disability. This means providing a range of opportunities that:

- require no adaptation and are fully inclusive of people with a disability
- require some adaptation to include people with a disability
- are only for people with a disability

Providing these opportunities for people with a disability often means making adjustments to programs and services. Disability sport organisations also provide opportunities for young with specific disabilities. These allow:

- opportunities for specialisation in specific events
- tailored coaching for specific needs
- pathways for elite sporting experiences

Modifications need to be made to set-up and swing for all shots, depending on the disability. In many cases the player is able to work this out for themselves, with the assistance and advice of a coach. The R & A has published a Modification of the Rules of Golf for Golfers with Disabilities, available through their website.

There are currently State, National and World Championships for vision impaired, deaf, amputee golfers and Special Olympics. Golf is an activity which doesn't require running around, so it lends itself well to being played by players with disabilities, and it provides the opportunity for the integration of abled and disabled participating together.

Under Represented Populations

Inclusion and encouragement are the keys with under-represented populations. These populations include women and girls (when compared with male golfers) and Culturally and Linguistically Diverse (CALD) and Indigenous.

It may be advisable to conduct sessions specifically for these groups to negate the intimidation factor that often keeps people from under-represented populations from attempting the sport.

Refer to **Golf Australia's Disability Policy** at the end of this section.



Safety

Refer to the Risk Management Section for information on Safety and Injury Prevention.

Planning

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

- Coaching personnel – qualified PGA Professionals should be used where possible to ensure a certain standard of coaching and continuity. If volunteers are not teaching under the supervision of the Golf Professional, it is recommended that they should have completed at least a Level 1 Community Golf Coaching Course.
- Funding issues – it should be clear how the programs will be funded, in terms of participant contribution, subsidisation by the club, grants and/or sponsorship.
- 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 conducted during holidays or throughout the year. Coaching throughout the year can ensure regular contact with the juniors and contributes to sustained involvement, and it can 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 and rules and etiquette.
- Number, age and ability of attendees – a commonly used ratio is about 10 students for each coach. Similar ability groups are more manageable for the coach.

It is recommended that a PGA Professional (where available) should have an input into the coaching program and that volunteer coaches are utilised in order to maximise the number of junior members who can attend coaching sessions. Those clubs without a PGA Professional could investigate using the services of a local Professional based at a nearby driving range or golf club. It is important to contact the facility first to ask if you are able to approach the individual.

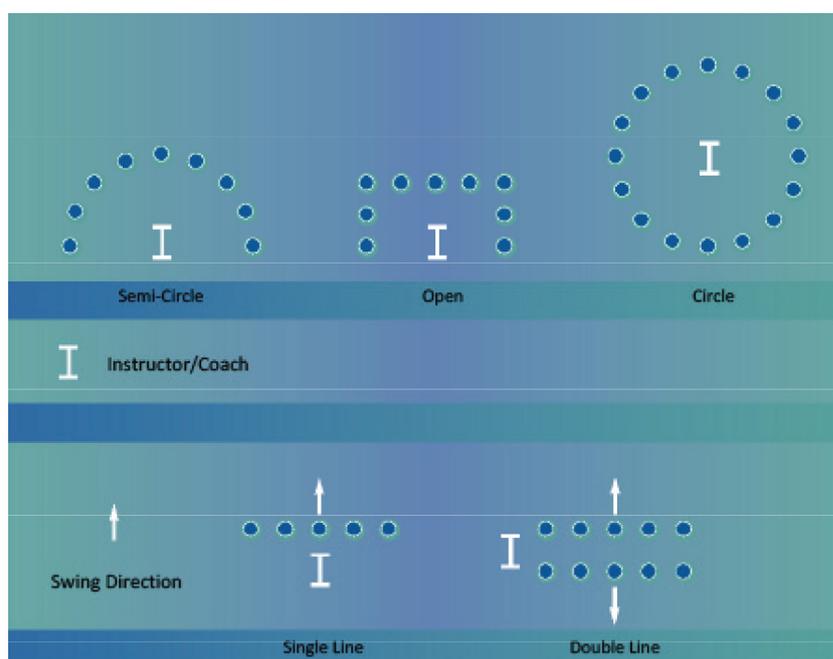


Organising

Having the necessary space is very important when being taught in a group environment. To teach effectively in limited space, the use of group formations can be helpful.

Juniors should be assembled in a semicircle or open fashion. For all non-ball practice sessions, where just the coach is holding a golf club, open or circle formations are recommended. Line formations are best when golf clubs and balls are used and it is important that there is adequate space in all directions.

Teaching areas can be specifically outlined to ensure adequate spacing between players during practice sessions.



Structure

On the basis that a typical lesson will be up to 60 minutes duration (depending on the age of the children), the following structure is recommended:

Introduction, Warm-Up and Stretching - 5 Minutes

The introduction brings the players together. While the players are stretching, tell them what the session covers.

Warm-up and stretching improves muscle elasticity and helps prevent injuries. A light aerobic activity (e.g. short run or game of tag) should be followed by some slow static stretches.

Review & Skill Warm Up - 10 Minutes

Reinforce the major skills learned during the last session, emphasise the main points and use praise.



Teaching & Skill Development - 20 Minutes

- Demonstrate the new skill planned for the session
- Make sure everyone can see you and is paying attention
- Repeat the demonstration several times, and highlight key points
- Avoid overloading players with information, especially about what not to do
- Progress the demonstration of the skill from simple to complex while giving personal feedback
- If a participant is highly skilled, he or she could demonstrate the skill

Practice:

- Following the demonstration, players should be allowed to practise as soon as possible
- First, let your participants “have a go” with minimal technical instruction

Observe:

- Position yourself so you can see all players
- Use praise, not criticism

Feedback:

- Coach the players who need correction
- Be positive and supportive
- Emphasise what to do rather than what not to do
- Review key learning points as necessary

Games - 20 Minutes

Make sure enough time is allowed to include games involving everyone. Allow time to set up for the games in session preparation.

Review and Warm-down - 5 Minutes

Do some simple warm-down activities to conclude your session and emphasise the key points. Be positive, ask for questions and give a quick outline of the next session.



Coaching Golf Fundamentals & Skills

When teaching the fundamentals of golf, it is important that:

- the learning environment must be safe
- the participants should be involved in activities as much as possible
- the emphasis must be on everyone having fun while learning the basic skills of golf

Like any sport it is vital that sound fundamentals are learned to provide the basis to develop the skills that are required to play the game. These include:

- Concept of a Golf Swing
- Set Up
- Grip
- Full Swing



Teaching The Basic Rules Of Golf

Golf Australia believes that all Juniors should be taught the rules of golf at an early stage of their development, and a copy of the rules should be carried in their golf bag. Every club is sent a number of copies of the Rules of Golf and more copies can be ordered from State Associations at no cost.

The most effective way to teach and convey the basic rules of golf is to walk a hole on the course. Beginning at the tee and walking the entire hole to the green, the following rules can be covered:

- A golfer may only have a maximum of fourteen clubs (Rule 4-4a)
- Prior to playing, a golfer should at least compare the golf ball they are using with other players in the group or more preferably place identification marks on the ball with a marking pen (Rule 6-5)
- The dimensions of the teeing ground and the fact that the ball must be played from within the teeing ground (Rule 11)
- The rules relating to water hazards (including lateral water hazards), bunkers, ground under repair, casual water, obstructions (including How to Drop a Ball) (Rules 20, 24, 25 and 26)
- What to do if the player hits into the trees (ie. Provisional Ball) and the penalties for a lost ball (Rule 27)
- Unplayable Ball (including a clear indication of the three options) (Rule 28)
- Loose impediments when they can and can't be moved (Rule 23-1)
- Playing the Ball as it lies (ie. what can and can't be done in this context) (Rule 13-2)
- Ball moved at address or after a loose impediment is removed (Rule 18-2)
- Putting green and flagstick rules (Rules 16 and 17)
- How scores are recorded on the scorecard (Rule 6-6)

The **R & A Rules of Golf, A Quick Guide to the Rules in Brief** is a useful document to assist in the understanding of the fundamental Rules. This can be downloaded from the Golf Australia web site - Rules of Golf section.

Rules Accreditation

Each State/Territory Association also conducts Rules Seminars and Accreditation Courses for those with an interest in the Rules. There are two main levels of expertise currently available - club level and state level.

- Club Level is aimed at the average club golfer or official who wants to have a good general knowledge of the Rules.
- State Level is for those with a strong interest and is recommended for senior officials and those wishing to have a career in the game. State level officials have the opportunity to officiate at state and national championships, including the Australian Open.

It is highly recommended that Junior Coordinators and any volunteers assisting with a junior program complete the **Club Level Course**. Further information is available through State/Territory Associations.



Rules of Golf Publications

There are also a number of Rules of Golf Publications that can be ordered through your State Association or Golf Australia:

- R & A Rules of Golf and the Rules of Amateur Status
- R & A Golf Rules in Brief
- R & A A Modification of the Rules of Golf for Golfers with Disabilities
- R & A Decisions on the Rules of Golf

Golf Etiquette

It is important that junior golfers are educated on the Etiquette of the Game at an early age.

Golf Etiquette is a mixture of:

- Courtesy
- Safety
- Commonsense

It is recommended that junior golfers are referred to the Rules of Golf, Section 1 – Etiquette; Behaviour on the Course. This section can also be downloaded from the GA web site. The following suggestions might be helpful:

- Provide every junior member with a copy of the Rules of Golf (or Rules of Golf in Brief) booklet and golf etiquette publication
- Run a rules and etiquette quiz night (possibly after a junior competition) – this could be done in teams with prizes as an added incentive
- A rules and etiquette session can be incorporated into the induction for new junior members
- Use the R & A interactive rules quiz at www.randa.org
- Include rules and etiquette information within a junior handbook, newsletter or on the Club website – monthly tips or questions will help to stimulate thought
- Take the Juniors out onto the course (or practice ground or putting green) and set up some rules scenarios – practical situations help to gain a better understanding. It is vital that the Coach of this session has a good grasp of the Rules and he/she should carry a Rules of Golf book for reference
- Produce a 'basic steps' guide to your first round of golf for new members e.g:

GOLF SAFETY & COURSE CARE

✓ CLEAR IT	Never swing a golf club unless your playing partners are a safe distance away. Make sure all golfers ahead of you are out of range before you hit a ball.	1 <input type="radio"/>
✓ CALL IT	Yell "Fore" as a warning if you see another golfer is in danger of being hit by a ball.	2 <input type="radio"/>
✓ BIN IT	Keep the course clean by placing all rubbish in a bin.	3 <input type="radio"/>
✓ BUCKET IT	Carry a sand bucket and repair your fairway divots by filling with sand.	4 <input type="radio"/>
✓ RAKE IT	Always use the rake to smooth footprints and divots when you play from a bunker. Never walk up the bunker face.	4 <input type="radio"/>
✓ REPAIR IT	Use a lifter to repair any mark made on the surface of the putting green by your ball.	5 <input type="radio"/>



In addition there are a number of highly recommended Rules of Golf and Etiquette Posters which are available in card copy or electronically from Golf Australia or State Associations.

The R&A also has produced a booklet titled, **Don't Be a Golf Menace**, which can be ordered at no cost through Golf Australia or State/Territory Associations. There are CD audio and video versions of the **Rules of Golf, Care of the Course, Keeping Pace and Consideration for Others**. Further information can be obtained from The R&A website (www.randa.org).

Understanding Competitions

It is important that the Coach and Junior Coordinator have a good understanding of:

- how competitions are played
- the requirements of completing the score card

Establishing Handicaps for Juniors

There is no prescribed approach for Junior handicaps other than for official handicaps. If a Club wishes to establish a handicapping system for Juniors, it is recommended that the same approach be used as for official handicaps. This can be used to produce e.g. six- or nine-hole handicaps. A Club might also choose to relax the maximum handicap limits for juniors, and/or change the par on some holes.

Provision of special handicaps for juniors is recommended, as it creates the opportunity for competition across age groups and standards, just as it does for adult players. Any modified handicapping system for juniors is only for use within the Club, and it will need to be administered separately from the official handicapping system.



Competitions

Traditional Competition Formats

- **Stroke (Medal):**
The score for each hole is entered on the score card, totaled and the player's full handicap is deducted.
- **Stableford:**
Developed in 1931, the player scores points based on his nett (handicap reduced) score for each hole. A player who scores a nett bogey receives one point; par = 2 points; birdie = 3 points; eagle = 4 points; albatross = 5 points.
- **Par:**
The player scores wins, halves and losses based on his/her nett (handicap reduced) score for each hole. A player who scores a nett bogey or worse loses the hole and records a "-" on the card; par = a "half" with a "0" recorded; birdie or better = a "win" with a "+" recorded.
- **Four Ball:**
Two players play as partners taking strokes as per individual stableford/par competition. The score of the player who records the best nett score on each hole is recorded on the card.
- **Foursomes:**
Two players play as partners and use only one ball. The partners play alternately from the tee and thereafter strike the ball alternately during the play of each hole.
- **Ambrose:**
A team stroke event usually played by a group of four, but can be any number. Each player plays a tee shot at each hole. The team then selects the best drive which is played by its owner. The other team members then drop a ball within one club-length of the selected position and play their second shots. This procedure is completed until a ball is holed. When on the green, balls are placed on the selected spot.



Equipment

It is important that the Junior Coordinator and/or Coach has a supply of equipment that can be used for running junior activities for different age groups and in different activity spaces. The following is a guide to the range of equipment that could be used in running junior activities:

- Clubs (Individual - 7 iron, wedge putter, driver)
- Junior Sets (driver, hybrid, long iron, short iron, wedge, putter, bag)
- Balls (pvc balls, tennis balls, real golf balls)
- Kit bag
- Putting targets
- Mini flags and holder
- Flags
- Cones
- Hoops
- Tees (rubber or plastic)
- Buckets
- Rope
- Mats
- Carpet
- Ball markers
- Modified scorecards
- Hose

The majority of the above items can be purchased through the MyGolf Shop at www.mygolf.org.au



Facilities

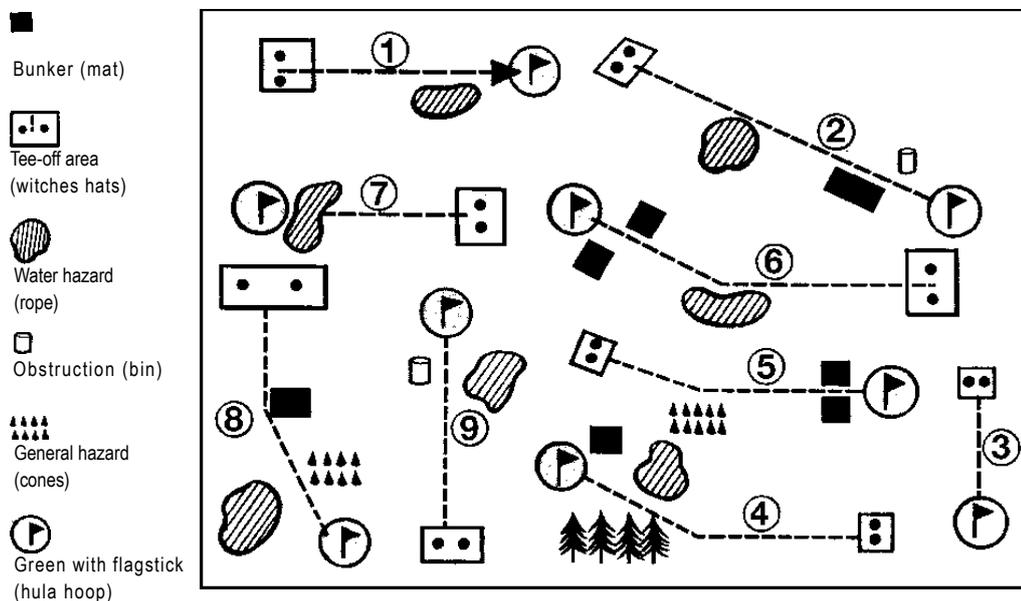
The availability of facilities for running a golf program can vary from club to club.

However in distilling the skills of the game down into components, golf can initially be learned in settings other than the golf course e.g.

- putting on the carpet at home
- chipping in the backyard or at the oval
- playing indoor modified games in the gymnasium, hall, or clubhouse junior room
- school oval
- playground
- driving range
- practice fairway

The imagination of the Junior Coordinator and/or Coach is very important in adapting the program to what is available and to the needs of the group.

Modified golf course that could be set up on a practice fairway, oval or gymnasium:



Disability Policy

Preamble

Golf Australia supports the rights of people with disabilities to be involved in all facets of golf including full and equitable participation from grass roots to the elite level. It recognises its social and legal obligations to provide an accessible and inclusive environment for people with disabilities. Golf Australia is bound by the Commonwealth Disability Discrimination Act 1992 and will act in accordance with the spirit and requirements of the legislation.

Golf Australia is committed to creating pathways for athletes with a disability by breaking down the barriers to participation within the sport of golf through the use of policy development, coach and administrator education, development programs, research, partnerships and extensive promotion.

Policy

- Golf Australia will take reasonable steps to identify and eliminate unlawful direct, indirect, and systemic discrimination from its structures and practices and will ensure that people with disabilities are afforded reasonable opportunity to participate in all aspects of golf
- All Golf Australia employees and volunteers will, within their areas of responsibility, take reasonable steps to remove any barriers which exist to programs and services, and the physical, social, and virtual environment in accordance with the Disability Action Plan for Golf which is available from Golf Australia
- Golf Australia will provide reasonable assistance to people with disabilities to gain access to its programs and services
- Where appropriate, Golf Australia will provide modified rules and practices to ensure that people with disabilities can successfully participate in all aspects of golf
- People with disabilities who require services or adjustments have a responsibility to provide timely and appropriate information which assists Golf Australia to fulfil its obligations
- This policy will be regularly evaluated and revised using consultative mechanisms and practices to maintain relevant continuous improvement in programs, services and facilities for people with disabilities





GolfAustralia

Recruitment & Membership



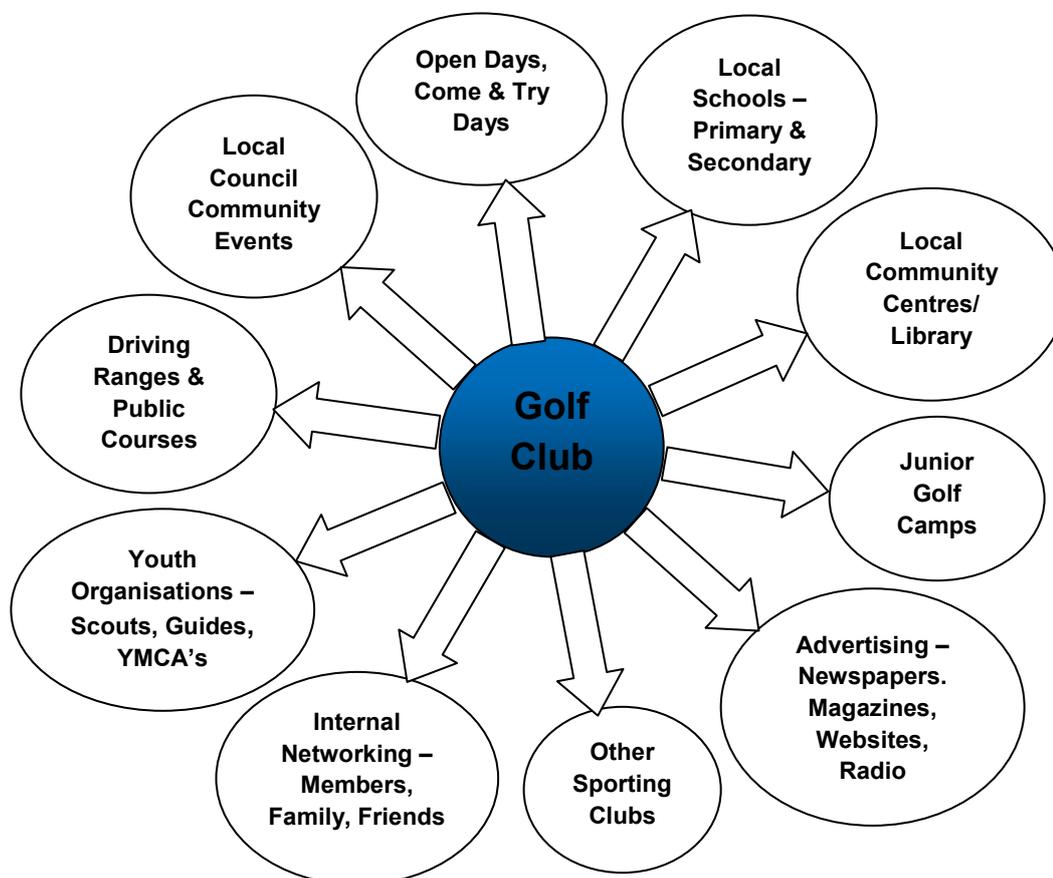
Recruitment & Membership

The recruitment (including induction) and retention of juniors is arguably the most important challenge for the Junior Coordinator and the Sub-Committee. Juniors need to be given the best possible start to their golfing experience and Golf Clubs have to consider ways in which they can retain junior members into adult membership. There are many options and ideas that can be implemented, however what works for one golf club may not be so effective in another.

Once recruited juniors need to be given a good start, so the welcome and induction process is highly significant. Retaining junior members is the key, as they are the adult members of the future and with all of the other lifestyle distractions (good and bad), what incentive can your golf club offer juniors to stay in membership?

Sources of Recruitment & Target Markets

Potential 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. Clubs should identify local organisations where they can promote the attractions of golf as a game and also their club as a desirable provider of facilities, and coaching. Potential sources of recruitment include:



The Building Blocks

It is essential to establish the Club's internal structures and organisation so that recruitment proceeds in a well organised manner, and with continuity (see People & Organisation). The Club must be in a position to deliver on any commitments made as they try to attract juniors (and their parents) to golf and to the Club. The following building blocks are recommended:

- Set and pursue a junior recruiting target
- Appoint a Junior Coordinator, and establish a Junior Sub-Committee preferably with at least four adult members to take responsibility for managing the club's program
- Establish a Junior Mentor group of volunteers who are each prepared to mentor three juniors (e.g. Assist at clinics and practice sessions; play 3, 6 or more holes on a regular basis with juniors to encourage and assist them to develop understanding of course management, etiquette, care of the course, competition formats etc.)
- Establish a group of club volunteers who are prepared to visit local schools to assist with recruiting clinics, skill sessions and practice during lunch-times or sport times
- Provide access and support for local school teams/groups to play and practice on the golf course on an inexpensive basis at times suited for junior participation
- If needed, conduct a local campaign to encourage donation of golfing equipment for use by juniors participating via the club or local school
- Seek recognition for and publicise the club's junior program and its participants via websites, local newsletters, local newspapers, local radio and TV

Refer to a **Sample Media Release Template** at the end of this section

- Link the Club's program to any broader program of activities and competition in the region and to the pathway for player development.

In particular, the following principles are essential for a successful junior recruitment program:

- **Regular Recruiting of Juniors** – it must be an ongoing program, with at least annual visits to schools and other recruitment sources
- **Engage Parents** – their support is vital
- **Friendly and Welcoming Club Culture** – golf clubs can appear to be intimidating to potential new members, both adults and juniors, and this will only be overcome if members genuinely welcome newcomers
- **Reach out to Extended Families**
- **Recognition and Publicity** – to create a sense of belonging and achievement. This encourages the recruits to continue with their involvement, and also attracts their friends to try it



The Club Building Recipe

The recommended four key areas of focus are:

1. Schools

- Junior sport thrives on a base of friends having fun together
- Recruiting at schools is the best source of getting a group of sufficient size
- Children and parents know each other which helps recruiting and retention

2. 5 – 12 Year Olds

- Easier – children are impressionable and less likely to be already committed to other sports
- Productive – parents have to be (and want to be) with their children at this age level. This helps with supervision, transport etc and provides a ready made opportunity to recruit the parents and extended families

3. Critical Mass

- Juniors are unlikely to maintain interest and survive in a golf club which has only a handful of juniors
- Kids want to be and do things with their friends
- They also want to compete with others at their level
- A club which maintains at least 15-20 juniors has critical mass to provide social, challenge and club identity elements which attract and keep families in sport
- Building from the bottom up sustains club growth

4. 10-Week Structured Program

- In a precision sport, like golf, beginners need a reasonable period of exposure to develop the fundamentals and hit rewarding shots
- The MyGolf National Junior Program provides the timeframe in which there is opportunity for success and that the player will glimpse the real joys of golf

Engagement of Parents

Parents play a critical role in the decision of their daughter or son to take up any sport. Children and their parents are offered many choices in their daily lives, and for golf to be attractive it needs to be seen as a safe, well organised and professionally run sport. As already noted in the introduction, golf is a game for life and it teaches valuable life skills.



In order to engage parents and to get their buy-in to the sport (which may also lead to them taking up the game if they have not already done so) the following strategies may help:

- When the parents are delivering their daughter and/or son to the junior program, make sure that they are encouraged to help out, rather than leaving or waiting in the car. Helping out could involve them with an activity e.g.; carry out scoring, or assisting with collecting balls
- Ascertain which parents have played golf before and ask them to help out with the program. This might include giving them a particular task for the duration of the program
- Incorporate a son/daughter and parent activity or competition e.g. teams putting, 3 hole ambrose
- Run a parents beginner program simultaneously with the junior program
- Provide refreshments for the parents during or after the session
- Give regular, constructive feedback to the parents on the progress of their daughter and/or son
- Learn the names of the parents
- Invite parents (and brothers/sisters) to the end of program Barbecue, Pie Night (or similar)

The key is to involve the parents as much as possible.

Girls

Focusing specifically on girls can be beneficial in attracting and retaining girls. It is important though that there is integration between boys and girls within the membership.

Group coaching sessions creates a less daunting environment for girls. There are some instances when girls only coaching is beneficial, especially when girls are first starting to hit the ball.

Fostering friendships and a social element within the coaching activities is also important for girls. The involvement of female members and volunteers with junior activities designed specifically for girls is beneficial.

Clubs that are having difficulty in attracting girls (and boys) could consider linking with other nearby clubs to form a cluster.

School Links

Working with local schools can be an effective and enjoyable way of attracting more Juniors into the Club and engaging with the community. Some ideas when approaching a school include:

- Deliver a presentation at the main school assembly to the students, explaining about the Club and what is available
- Provide handouts and posters with contact numbers, dates and times of any available sessions that will help to inform parents of the opportunities available within the Club and also get them involved
- Have a demonstration of MYGolf Skills Challenge which is ideal for these sessions as it is simple to set up, colourful and easy to use, therefore having a positive impact on the children straight away



- 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 PE lesson if the school allows, or after school when the school staff can assist with the organisation
- Within four to six weeks invite interested children to sessions at the Club (the move from the school will probably reduce the number of children just participating to those who are genuinely interested)
- Come-and-Try sessions should make the children's first experience of golf an enjoyable and safe one, so that they will want to continue their participation
- A handout should be given to the children to explain to them and their parents what the Club is offering, e.g.:
 - Safe environment
 - Professionally qualified staff
 - Costs
 - Times of sessions
 - Length of sessions
 - What to wear, e.g. trainers and comfortable clothing rather than specific golf wear at this early stage
 - Equipment - free of charge
 - Parents are welcome to watch and assist

Refer to a **Sample Letter to a School Offering to Run Golf Clinics, How to Organise and Conduct a School Recruitment Clinic including "Closing the Sale" and Sample Letter to Parent offering Junior Membership to their Son or Daughter** at the end of this section.

Enrolment & Induction

Once a junior has shown interest in the game, the Club needs to consider how best to attract him/her into membership. Clubs should consider how easy it is for juniors of all ages and backgrounds to access membership opportunities and whether they can reduce any possible barriers. Some aspiring junior members may not know an adult member which can prevent them from applying for membership at a club, if it insists that an adult member must propose a new junior member. Some other sports simply allow juniors to apply to join their club by written application or through attendance at a local school.

Some points to consider on membership accessibility:

- How can the Golf Club make junior membership more accessible and open to all?
- Is it fair to insist that juniors have to be proposed by an adult member?
- Is an interview process really necessary as this can sometimes intimidate youngsters and in some cases their parents?



- An open day may be suitable as it creates a less formal environment and also allows the juniors and their parents to assess the Club
- A trial period is a good option for both the junior and the Club, allowing both parties to feel comfortable prior to a commitment
- If clubs are concerned about a possible decrease in playing standards, creating a beginners' scheme can encourage juniors to take a series of lessons for free or as part of an introductory package

Many golf clubs hold an informal welcome function for new 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 and their parents/guardians are expected to attend as these evenings are for their benefit and for them to demonstrate their commitment to becoming an active member of the Club.

Points to consider include:

- It provides 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 occasion 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
- Members of the main Committee, the Junior Sub-Committee, the Club Professional and other interested members should also be encouraged to attend
- A formal element is desirable, with a short introductory speech by the Club Captain, President or Junior Coordinator to officially welcome to the new members
- Officials should introduce themselves to the new members and give a brief outline of their role within the Club. Allow the opportunity for questions and answers with the Club officials
- Provide a tour of the facilities, discussing usage and rules
- Provide refreshments
- Provide members with appropriate information, such as a junior handbook, newsletter and website address
- Be sure to keep it informal and welcoming
- The new juniors and their parents should leave the welcome event happy with their decision to join the Club, and the parents should especially feel confident about their child's welfare

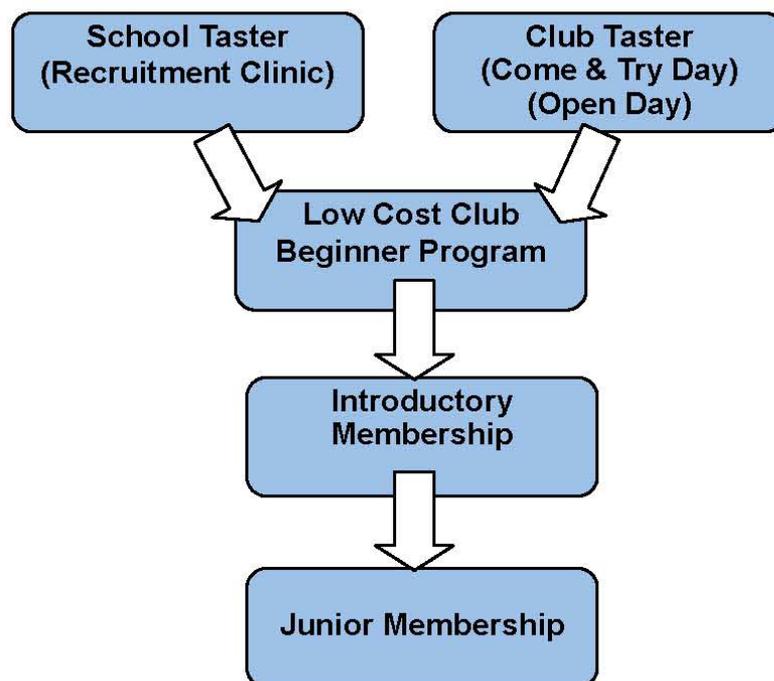
It is good practice to provide all new junior members with an Induction Booklet that acts as a reference guide. The booklet could include the following details:

- All contact numbers for club officials
- Dress code guidelines
- Competition and coaching dates and times
- Competition entry regulations



- How to obtain a handicap
- Rules of golf and etiquette guidelines
- How to fill in a scorecard correctly
- Junior Sub-Committee structure
- Rules of the Golf Club
- Junior members names and contact numbers
- What the junior should commit to (e.g. playing in a set number of competitions per year, attendance at coaching sessions and compliance with the rules and regulations)
- Information on the MYGolf National Skills Challenge & Awards Program

Example Recruitment Pathway



Retention of Junior Members

Golf is no different to other sports in losing young players as they mature and this can happen for many reasons, however the great thing about golf is that it is a game for a life and many of these young players will return.

Some reasons for leaving include:

- Going to university
- Boyfriends / girlfriends
- Buying a car
- 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 commitments for playing golf
- A steep increase in membership subscriptions and/or entrance fees into intermediate or adult membership
- Lack of coaching and competitive opportunities
- Restriction on playing in the main/adult competitions
- Overly strict club rules and regulations
- Attitudes of the Club and adult members towards juniors

Clubs can address each of these issues, and when a junior member leaves the Club, a call from the Junior Coordinator will help to identify the reasons for the departure.

Clubs should also consider how they can encourage past members to return to Club membership e.g. by waiving the joining fee if an applicant has previously been a member.



Membership Structures & Fees

From the outside, golf is often perceived as expensive in comparison with other sports such as football, swimming or athletics. Whether or not this perception is accurate, some costs associated with Golf Club membership can deter new junior members, particularly entrance or transitional fees.

Juniors are the future of the game and every opportunity should be taken by Clubs to ensure that entrance fees and membership subscriptions do not become barriers and restrict participation. Clubs should try to be creative with junior membership categories and the payment procedure and think what they can offer the customer (Juniors and their parents), to make the membership package more attractive.

The Membership Package

Points to consider in making membership attractive for junior golfers include:

- How are juniors accepted into Club membership?
- Is there a need for juniors to be proposed by an adult member?
- Are new junior members required to have a handicap to join the Club?
- Is the membership package good value for money?
- Does the Club need to charge an entrance fee for juniors?
- Can the Club be more creative in the way juniors pay for membership?
- Can the Club afford to keep doing what it has always done or does it need to be more proactive in terms of junior membership?
- What incentives does the Club provide for juniors to join? For example, free lessons upon joining or discounted coaching vouchers
- Do juniors have access to regular coaching opportunities (group and individual)?
- Are there competitive opportunities as they progress, including access to main club competitions?
- Can the Club offer an incentive to current members, which encourages them to introduce juniors into membership?
- Is a family membership package appropriate?
- Does the Club consider the parents of potential new junior members as they will probably be paying for their son and/or daughter
- Is it essential for the Club to impose a minimum age restriction?
- Should the Club review its dress code?
- Does the club educate new members on the rules and etiquette of the game?



Some Golf Clubs choose different kinds of names for their junior membership such as Cadets and Sub-Juniors. Naming the different types can be based upon the type of package offered or simply just to make it a bit more fun for the juniors. The following information provides an overview of various formats of junior membership.

Refer to a **Sample Cadet Golfer Information** at the end of this section.

- **Trial membership** - this is not only beneficial for the Club in getting to know potential members, it also gives juniors and their parents a chance to experience the Club. Following a month's trial membership for example, if the junior and Club are both happy they can then progress to the next stage of membership. For a nominal fee the trial offer may include a coaching lesson from the professional and limited access to the golf course (accompanied by an adult member or the professional). It could also include a junior agreeing to full junior membership for a year, but with the option of terminating after a month.
- **Introductory (probationary) membership** - this allows Juniors to experience the Club environment, enabling them to try golf without placing any financial burden on their parents until they can see whether the child is committed to the game. A special introductory package might include access to coaching in order for juniors to reach an acceptable playing standard, the clubhouse, use of the practice facilities and limited access to the golf course (perhaps only accompanied by an adult member) – all helping to aid their development as beginners and encouraging a sense of belonging within the club. Introductory membership is usually for a period of three to six months at a reduced fee and allows time for the club to see whether a junior is fully committed to the Club
- **Academy membership** - this is a type of introductory membership that focuses on coaching sessions for beginners. Some Clubs have a coaching academy, although this sometimes relates to the actual practice facility (for example short game area) and not the type of membership. Just like introductory membership, juniors can learn about the game in a fun and safe environment. Academy membership could also include access to holiday activity programs, golf camps and link in with local schools

Introductory or academy membership could include:

- Reduced rates on lessons or free group lessons
 - Limited access to the golf course (accompanied by an adult member)
 - Use of other practice facilities - chipping and putting green (perhaps at specified times) and access to the clubhouse
 - Reduced rates for parents/guests playing the main course or academy course
 - Reduced coaching rates for parents/guests
 - The academy facilities could also be available to all other junior members
- **Six or nine-hole junior membership** - although logistically this may not be realistic for some Clubs, it is becoming a popular idea. Golf can be quite a time consuming game and if juniors have the opportunity to play in a shorter timescale, it might mean an increase in the number of Juniors playing and ultimately joining. This type of membership will certainly be easier if the sixth or fifteenth hole is located near to the clubhouse.
 - **Full junior membership** - junior members will become potential adult members in a few years time, so it is important to provide an exciting, enjoyable and affordable junior membership package. Regular access to coaching and competitive opportunities should be available and the juniors should be run in a professional way, adhering to an appropriate child protection policy and guidelines. With regard to junior fees, the club should consider offering a sliding scale.



- **Intermediate membership** - the creation of an intermediate section of membership that falls between junior and adult membership is an effective way of retaining youngsters within the club. Many young players are lost to the game in this period. However, by gradually increasing the fees paid in this category dependant upon age and also by offering a loyalty discount based on how long a junior has been a member, it allows the junior to adjust to the increase in subscription into adult membership. Clubs may wish to stagger intermediate membership up to 29 years of age or even longer, before adult full membership is required (for example 18 to 20, 21 to 24 and 25 to 29 categories).
- **Student membership** - this is an ideal category for those young adults who wish to go to university and study as it allows them to retain links with the Club at a reduced rate so that they can still play during holiday periods. University is certainly a big financial commitment, so club membership may be the first thing to be sacrificed. Clubs should therefore try to be as supportive as possible to encourage students to maintain their golf. On return from university a student should have the option of continuing their membership (either intermediate or adult). Some clubs simply suspend membership until students return from university and then allow them to come straight back into full membership without them having to go through the recruitment and/or induction process again. The Club should also consider whether age matters and whether a student is just classed as in full time education.

Setting Membership Fees

Junior membership fees vary enormously. Clearly the lower the better to attract potential members, but what is crucial is to encourage participation and retention of junior golfers. Clubs should review their junior subscriptions (and entrance and transitional fees) on a regular basis.

How do you know what is the right price to charge?

- Examine competitors' fees - what is the average junior subscription?
- Geographical area is a factor – average travelling distance and therefore cost
- Socio-economic background of members and potential members
- What do other sports clubs charge for membership?
- What is the membership target?
- Ask previous members why they have left – was it due to cost?
- Ask the current members their opinions about cost and value
- Do you have vacancies or a waiting list?
- Can you afford to carry on with the same trends as in recent years? Construct a graph of income from previous years (1, 3, 5 and 10) – what does this show?

Clubs should consider introducing a sliding scale for junior membership based on age. This provides good value for money and also allows juniors (and parents) to adjust to the small increases each year or two up to adult membership.



Sample Sliding Scale for Juniors and Transition to Adult Membership

Age	% of Full Adult Membership
Up to 14	10%
15 to 16	15%
17 to 18	20%
19 to 21	25%
22 to 24	50%
25 to 29	75%
30+	100%

Full time tertiary students could be held at, for example, the 19 - 21 rate until they complete their studies.

Dress Standards for Juniors

Clubs should take a reasonable approach to dress codes, especially for new junior members. The Committee should consider developing a policy for junior dress standards, taking into consideration the attitudes of the adult membership while recognising that some of the more traditional dress codes will not be popular with juniors.

Options worth considering include:

- The 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 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 T-shirts, tracksuits and trainers for practising and attending coaching
- Following this 3-month period juniors should be advised that they are required to wear golf shoes
- Following a 6-month period, all new junior members are expected to have a Golf Club polo shirt (or similar tailored shirt) and a pair of tailored shorts or trousers

It is important that juniors and their parents are made aware of the required standards, so as to avoid any embarrassment later.



Sample Media Release Template

<insert club logo>

Date/Month/Year

FOR IMMEDIATE RELEASE

Catchy Headline

A short, punchy single line or sentence which delivers the theme of the release.

First paragraph of the body of the press release.

This paragraph should very briefly answer the questions of Who?, What?, When?, Where?, and Why? Journalists look for the crucial information at the top of the release.

The **second paragraph** of the body of the press release should elaborate on the news, why it is significant and give further details.

Continue with **short paragraphs** to discuss different aspects of your club's news, including a quote when appropriate. A quote should come from a designated spokesperson or person in a managerial role at the club. These quotes should form a style of endorsement for your news.

The last body paragraph should include less important details and supplemental information not included earlier – this can include a very brief history of the club, number of participants in other club programs and potential plans for the future. It does not hurt to give the impression there may be more news or that the club is a potential future news source.

Length should be restricted to a maximum of one A4 page. Less is best.

Include a footer (it should be uniform on every press release) with a basic description of the Club and:

For more information/ enquiries, please contact:

John Citizen, General Manager

XYZ Golf Club

Phone Number

Direct Email Address

Website Address



Sample Letter to a School Offering to Run Golf Clinics

(Addressed to Year Level Coordinator, Physical Education Teacher or Principal)

<insert club logo>

Dear

Following up from our telephone conversation <or meeting> I am writing to confirm our offer to conduct free golf clinics for Year <insert level> students at <insert school name>.

Golf is the game for life and it teaches valuable life skills such as honesty, respect, courtesy, perseverance and sportsmanship. As part of the golf clinics, the students experience elements of the MyGolf National Junior Program. The clinics will be held on the school oval or in the gym if the weather is inclement. All equipment for the clinics is provided.

Arrangements for the Clinics are as follows:

Date(s):	<insert>	Times:	9.00am – 10.00am	}
			10.00am – 11.00am	} example only
			11.30am – 12.30pm	}
Location:	School Oval (or gym)	Students:	Years 4, 5 & 6	} example only

The grade teacher or PE teacher is invited to assist in conducting the clinic and is encouraged to become actively involved in the activities. Members from the <insert name> Golf Club will be attending to assist with the clinics and the students will be offered the opportunity to attend a follow-up MyGolf Program at the Club. We understand that there will be approximately <insert number> of students participating.

Can you please confirm the above arrangements as soon as possible. We look forward to visiting your school.

Kind regards

John Smith

Junior Coordinator (or relevant title of person)

<insert name> Golf Club

<insert telephone number>

<insert email address>



How to Organise and Conduct a School Recruitment Clinic, including “Closing The Sale”

Objectives

The objectives of the School Recruitment Clinic are to:

- Promote the game of golf
- Recruit students to enrol in a Club Junior Program as a pathway to Club Junior Membership
- Expose children to elements of the MYGolf National Skills Challenge
- Provide schools with a safe, fun and attractive way of using golf as part of the School’s Physical Education and Sport Program

Planning

Making Contact

Telephone the school and ask to speak to the Year 5/6 or Year 7 Coordinator or the Physical Education Teacher. Explain who you are, where you are from and that you are offering a one hour golf clinic for students as an introduction to a series of follow up sessions to be held at the local golf club.

Discuss and agree upon a suitable date, time, group size and venue for the clinic. Wet weather alternatives should also be discussed. You will need to be flexible with time arrangements due to timetable restraints.

Confirm the details in writing with the School Contact Person. This can be done by email, fax, or letter.

Preparation

1. Prepare and photocopy a Club Junior Program Enrolment Form, one per student.
2. Prepare a press release, then invite local press to attend the School Clinic.

Refer to a **Sample Media Release Template** in this section.

3. Check equipment (clubs, balls, cones, hoops, dowels, prizes).
4. Telephone the school the day prior to the clinic to re-confirm arrangements.

On The Day

Arrive at least forty five minutes before the starting time. As a courtesy, try and meet the Principal on your arrival. Meet with the Contact Teacher and if possible have them show you the Clinic venue.

Assess the venue for safety issues and facilities (eg Is the area long enough for full shots?, Will any other group of students be using neighbouring areas?).



Equipment

Clubs

Allow for one club between two students. Establish the number of left-handers. Many students who think they are left handed because they write with their left hand are in fact right handed when they swing a golf club. Be prepared to change groupings. Middle to short irons are the best for this initial clinic. Be aware of the length of the clubs. One or two really short clubs and one or two adult size clubs are handy to cater for the wide range of student heights.

Cones or Markers or Ropes

Ensure there is a large range of suitable marker cones available. The purpose of the cones is to define the safety areas for the work stations. Use one colour cone for the hitting station and a different colour cone for the partner station. You will require enough cones to mark out stations for the entire group. The colour coding aids in the issuing of precise instructions which enhance safety practices.

Balls

PVC balls are the most suitable to use for a clinic conducted at a school.

Hoops

One hoop per group for the chipping section of the clinic provides a good target. Ideally hoops are all the same size. Different colours could be an advantage for use in other activities.

Dowels or Old Grips

Thirty centimetre lengths of 5/8ths dowel, with a straight line ruled down its length, are an ideal aid for teaching the grip. You will need one per student or one per pair.

Prizes

It is a good idea to have some small prizes for the chipping contest and any other competition or game you may wish to conduct as part of your activities. Students are by nature competitive especially when they become involved in competing for a prize.

SunSmart

Make sure you have your hat and sunscreen. Don't forget the students. Make provision for drinks on a hot day.



The Clinic Setup And Structure

Set up for hitting stations and partner stations using two different coloured cones.

Position the tees next to the cones which are placed at the right front corner of each station area (for a right hander). Place left handed hitters at the left end as you look at it from standing in front of the whole area.

Clinic Structure

Introduction & Safety Procedures	5 minutes
Warm Up and Stretch	5 minutes
Skill Learning Games	20 minutes
Games and Competition	20 minutes
Recruitment and “Closing the Sale”	5 minutes
TOTAL	55 minutes

Introduction

Gather the group in front of you, seated if possible, making sure that the students do not have the sun in their eyes or the wind at their backs. Speak clearly and use your eyes to sweep over the entire group.

Introduce yourself to the students and let them know your name and the name you wish them to use when they address you, which Club you are from, your position in the Club and a brief statement of the activities to be covered in the available time.

Ask some general golfing questions, e.g.

- What is the aim of the game?
- Who is the best golfer in the World?
- Can you name an Australian who has won the British Open?
- What is a ‘birdie’ in golf?

Warm Up and Stretch

Begin the warm up with a short aerobic exercise and then move on to stretches. Remember to take into account ground conditions and the suitability of the attire of the students (eg. girls wearing skirts) in selecting the stretches to be completed. Watch the group carefully and encourage correct technique and effort.

The most common injury amongst golfers is that to the lower or middle back. Incorporate some of the exercises designed to strengthen and stretch muscles in the lower back area in the warm up.



The Recruitment

If the school clinic was conducted with the express purpose of recruiting a bunch of boys and girls to enrol in a golf starter program at the local golf club, the key components that will increase the chances of success are:

- A well organised session which is conducted with the right mix of “friendly interaction”, fun, enthusiastic praise/encouragement and some “wow” factor. Find out and use the children’s names during the session and ensure that all of them are individually helped to have some success and personally receive some verbal acknowledgement
- An “opportunity offer” which is designed to be appealing and enticing and culminates with simple, clear messages (and a printed handout sheet) about what the children need to do next if they want to do some more golf. The offer is a call to action so it should have some inbuilt “urgency”

The Opportunity Offer (“Closing the Sale”)

You are giving the children an opportunity to get closer to golf. This could become their chosen sport and could transform their life or future career.

Below are some tips to follow to ensure that you don’t undersell the opportunity you are presenting:

- Be clear that you are seeking to influence a group of children to respond. Be enthusiastic and structure what you say to appeal to individuals but also convey that they will have their friends around them
- Finish the clinic activities and bring the group together for 10 minutes before the school session is due to finish. Sit them down in front of you facing in a direction which cuts out distractions going on in the background
- Congratulate the group and tell them that you were most impressed with their golf skills for their first try and that you are going to give them a special chance to do more
- State that they look like a clever group so you are going to find out what they know



Ask, hands up... “Who is Australia’s best cricketer”? (field a few answers)

Then.... “Who is the best tennis player in Australia”?

Comment that they all know the cricketers and footballers (or netballers).

Now... “Who is Australia’s best golfer”? Who are some of the best golfers in the world? Praise if they come up with a name or names.

Tell them that these star golfers all started golf at an early age like being in a clinic at school when they were 9 or 10 years old – just like today!

Show them a driver and ask them how far these star players can hit a golf ball using the driver? (300 metres like launching a space rocket and point out an object showing them how far that is in relation to where they are sitting).

Ask them who would like to do that? You should get an eager sea of hands.

Say that you know that sitting in front of you there will be someone (or more than one) who will get to hit golf balls 300 metres and travel the world and become famous because of golf.

Say that you are here to give them a special opportunity. Remind them that opportunities in life come along from time to time and some people are good at taking them, others let the opportunities drift by and later on say to themselves “I wish I had done that when I had the chance.”

Tell them that you come from the xxxxxxxx Golf Club (name the club you are recruiting for) which is forming a boys and girls golf team for them from this class. Tell them that you want them on your team. Those that join up will all get coaching and get to play on the golf course, wear the club’s shirt when they travel and play against other teams or in tournaments.

Refer them to the handout sheet you have for them to take home to their parents. Go through the essentials (e.g. starting on Sunday morning in 2 weeks time is our junior golf program. It goes for 10 weeks at 9am each Sunday at the golf club) It doesn’t matter if you don’t have golf clubs - we will lend them to you. You will be able to hit real golf balls and get to use the driver etc etc.....

Tell them that, if they want to be part of this they need to book in as quickly as possible. Hold up the Information Sheet and tell them that all the information is on the sheet which includes the MYGolf National Skills Challenge & Awards Program brochure, which they take home for mum and dad to fill out and bring back to school to book in. Tell them that they will be getting their team shirts at the pie night coming up for them at the club. Emphasize that if they want to book in do it straight away and be sure not to miss out. (For maximum results the club will have a junior club shirt for new recruits and conduct a “pie night” for kids and parents 1 or 2 weeks after the club junior program starts at which the shirts are to be presented).

Finish the session by handing the Enrolment Forms to every child. Don’t ask who wants a form, make sure they all take one. Don’t leave them for the school to hand out at some future time as this will lose the “special urgency” you have created.

As you dismiss the class tell them that you will be there on the starting day and the other club helpers who are assisting you that day at the school will be there so club you are looking forward to having them on your team.



MyGolf Program Enrolment Form

It is very important that the MyGolf Program Enrolment Form is professionally presented with accurate information that is well planned as this is the form that the girl or boy will be taking home to their parents, who will then make the decision to enroll their daughter or son or not.

Some key considerations:

- Ensure that the timing of the clinics do not clash with other sports eg cricket, netball, football. In some areas these sports can dominate the local community
- Consider the time of year and seasonal issues. Winter months are not normally ideal in cooler areas and vice versa in warmer climates
- School holidays can be a good time for running a program
- Include sub-junior or junior membership within the program fee



Sample Letter to Parent offering Junior Membership to their Son or Daughter

<insert club logo>

Dear

Our MyGolf Program concludes in two weeks time.

I would like to convey our Club's congratulations to..... on <his/her> great start in our special sport.

Our coaches have been impressed with.....skills and development and you have every reason to be feel proud. has an excellent future in golf!

We are pleased to inviteto continue in our Club and play with our juniors as an ongoing junior member. We will be continuing to provide coaching activities and events which will stretch <his/her> skill development and provide competition experience.

We have a number of Club special events coming up and there will be opportunities to participate in a number of competitions. The cost for Junior Membership is \$..... and we would be delighted for to join our Club. An application form is attached.

We hope thathas enjoyed <his/her> golf and we look forward to helping <him/her> to take the next step and continue to develop <his/her> golf.

Yours sincerely

Club Captain (or Junior Coordinator or appropriate Official)



Sample Cadet Golfer Information

<insert club logo>

CADET GOLFERS INFORMATION

Cadet Golfers

The Cadet Golfer program is provided to encourage young players to learn and enjoy golf in a safe and friendly environment.

Cadet Golfers are generally aged between 8 and 13, who want to try golf to see whether it is a game for them. Cadets have some playing rights, although they are not members of the Club (but they are potential Junior members).

When a Cadet Golfer turns 14, he/she is eligible to be nominated for Junior membership. Cadets will be given information about Club membership prior to their 14th birthday.

Playing Rights

- Cadet Golfers may play on the course outside of official club competition times with a Member.
- Cadet Golfers with Club Handicaps of 36 or less may play without the company of a Member after 4pm or after the last group in the afternoon field has completed 9 holes, provided they have obtained permission from the Pro Shop.
- Cadet Golfers may use the practice facilities, and practice golf balls are free.
- Cadet Golfers may attend Club programs to develop their skills and knowledge of the game.
- Cadet Golfers may introduce a guest to play providing the appropriate green fee is paid before play.
- Cadet Golfers will at all times provide right of way to other golfers.

Dress, Behaviour and Etiquette

Cadets (and their guests) are required to comply with the Club's Rules and By-laws, and they must dress, behave and display the golfing etiquette expected of members of the Club.

Fees

The annual fee is \$..... There is no Joining Fee. Fees are due and payable by January 1st each year.

If a Cadet Golfer becomes a member of the Club, the total membership fees previously paid by the Cadet will be credited against the Joining Fee.

Becoming a Cadet

Application forms can be obtained from the Club Office.

Aspiring Cadet Golfers who do not know any Club members should contact the Club Office.





Level 3, 95 Coventry Street
South Melbourne
Victoria 3205 Australia
Telephone +61 3 9626 5050
Facsimile +61 3 9626 5095
Website www.golfaustralia.org.au