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**GolfAustralia**

# Vision 2018 The Future of Junior Golf in Australia

**Executive Summary**

Vision 2018 aims to create a golfing environment that provides a positive experience that leads to greater levels of engagement.

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# Introduction

On behalf of Golf Australia, I am pleased to present 'Vision 2018: The Future of Junior Golf in Australia'.

It is an exciting time for junior golf in Australia with 'Vision 2018: The Future of Junior Golf in Australia' aiming to deliver a clear and unified vision to all member states, junior foundations and junior golf stakeholders.

I am also pleased to introduce the Australian Junior Golf Advisory Board (AJGAB), with Peter Van Wegen, Manager Jack Newton Junior Golf Foundation, appointed the inaugural Chair, and Sarah Barlow from Women's Golf South Australia as Deputy Chair. The AJGAB has been appointed to oversee the implementation of 'Vision 2018: The Future of Junior Golf in Australia'.

Golf Australia's strategic plan identifies junior golf as a key priority for the viability of the golfing industry. The Golf Australia board and staff are committed, as are the newly established Australian Junior Golf Advisory Board, to the growth of junior golf participation.

While junior golf has been well represented at grass roots and club level for many years, the clear strategies identified in this document will ensure its rightful position in the landscape of golf throughout Australia.

I look forward to the successful implementation of 'Vision 2018: The Future of Junior Golf in Australia'.



**Nicholas Green OAM**  
Director, Game and Club Development  
Golf Australia

# Statement of Commitment from the Australian Junior Golf Advisory Board

The Australian golf industry has come together in partnership to develop a national vision for junior golf in Australia.

**Vision**  
"To be a leading nation in attracting, engaging and retaining junior golfers."

The following document clearly identifies the opportunities and outlines the priorities for delivery over the next 10 years. These priorities have been established through an ongoing consultation process involving key state and national stakeholders culminating in the National Junior Golf Forum held in February of 2007. We are pleased to present the outcomes: 'Vision 2018: The Future of Junior Golf in Australia'.

**"Golf is a game for life."**

It is an activity that teaches participants significant values and life skills, can be played by all and contributes to an active and healthy lifestyle. It is vital that the junior golf participation base is increased in order to contribute to a healthy Australian community.

'Vision 2018: The Future of Junior Golf in Australia' is a collaboration of thoughts, experiences and expertise of key stakeholders. They have each committed to meet the challenges facing junior golf and to be at the forefront of shaping the future of junior golf in Australia.

Our thanks go to the following organisations that have contributed to this document:

Australian Sports Commission  
Golf Australia  
Golf Northern Territory  
Golf Tasmania  
Graham Marsh Junior Golf Foundation  
Greg Norman Golf Foundation  
Jack Newton Junior Golf Foundation  
Mat Goggin Junior Golf Foundation  
NSW Golf Association  
PGA of Australia  
PGA Tour of Australasia  
Queensland Golf Union  
South Australian Golf Association  
Stuart Appleby Junior Golf  
Victorian Golf Association  
Western Australian Golf Association  
Women's Golf New South Wales  
Women's Golf Queensland  
Women's Golf South Australia  
Women's Golf Victoria  
Women's Golf Western Australia.

'Vision 2018: The Future of Junior Golf in Australia' will be driven by the newly established Australian Junior Golf Advisory Board. Board members include a junior golfer, representatives from each State, Golf Australia, the PGA and the Australian Sports Commission. The board's role is to implement the strategies identified in this document.

The success of these strategies is dependent upon a united approach from the entire golf industry and the Board is committed to ensuring this outcome. We welcome your continued commitment to the advancement of junior golf in Australia.



**Peter Van Wegen**  
Chair, on behalf of the  
Australian Junior Golf Advisory Board

# The Current Score Card

**Did you know?**  
Australian Golf Clubs employ about 23,000 people.

**Did you know?**  
Australian Golf is a \$2.71 billion industry.

**Did you know?**  
Junior Golf in Australia represents only:  
7% of golf club members  
8% of male golf club members and 3% of female golf club members.

## **Golf in Australia boasts healthy participation numbers, is economically sound and makes a significant contribution into the community.**

For these reasons golf is in a strong position to deliver a significant increase in participation and provide quality experiences for junior golfers.

### **Golf in Australia...**

- Is a "game for life"
- Can be played by all people
- Has over 1.139 million participants
- Has over 444,000 members from 1567 golf clubs
- Is played over 50 million times per year – an average of 45 times per participant
- Provides equality through the application of its unique handicapping system
- Provides significant physical, social and mental health benefits
- Teaches values such as respect, honesty, integrity and fairness
- Provides access to over 2000 facilities from entry to competition level
- Is serviced by 2144 fully qualified PGA teaching professionals, 283 trainee coaches, and 576 accredited community coaches
- Is played all year round
- Has world leaders in professional golf who act as role models for the sport

### **Junior Golf in Australia...**

- Represents only 7% of golf club members
- Represents 8% of male golf club members
- Represents 3% of female golf club members
- Is delivered by over 50% of golf clubs
- Has over 800 golf clubs which regularly interact with schools
- Has five state junior golf foundations dedicated to delivering junior golf programs
- Has access to professional and accredited community coaches in over 60% of golf clubs
- Has over 320 recognised tournaments at National and State level
- Has over 4200 members of State Junior Golf Foundations

After ten years we want to see junior golfers representing a larger proportion of all golf participants.

# The Next Ten Years

## two years

2008 – 2010

The first two years priorities:

- The adoption of and widespread commitment to a junior golf strategy as overseen by AJGAB
- Provide a comprehensive and coordinated range of programs that will encourage junior participation through schools, clubs and recreational facilities
- Provide educational support and resources to golf clubs on the benefits of junior participation and retention
- Develop a score card with a set of KPIs that will measure the success of 'Vision 2018: The Future of Junior Golf in Australia'
- Revise coach accreditation and education
- Develop a strong junior golf brand and promotional strategy
- Secure national sponsorship and funding for junior golf
- Encourage junior golfers towards state and national elite development pathways

## five years

2008 – 2013

In addition to the first two years, we will be committed to these priorities in the first five years:

- Clubs to be appropriately resourced to be the lead drivers in the delivery of accredited and sustainable junior programs
- Strong strategic partnerships with complementary providers at national, state and local level
- Continued expansion of the brand and promotional strategy for junior golf
- Establishment of a centralised portal and web based resource for junior golf
- Provide a wide range of programs that engage junior golfers
- Key focus on under-represented sections of the community
- Higher retention rate of junior golfers
- Increased numbers of junior golfers competing at an elite level

## ten years

2008 – 2018

After ten years we want to see...

- Junior golfers representing a larger proportion of all golf participants
- An increase in the number of golf clubs delivering sustainable and vibrant programs for junior golfers
- Educational, mentoring and leadership programs delivered with selected role models
- An established large, active and viable volunteer base
- Golf is a sport of choice for juniors
- Junior golfers succeeding in Golf Australia's National Elite Development program
- A strategic review of 'Vision 2018: the future of Junior Golf in Australia' and identify forward plans
- An environment in golf clubs that is more appealing to juniors

# Junior Golf – Making it Work

The Australian Junior Golf Advisory Board was established with the key aim of achieving the junior golf vision.

The Australian Junior Golf Advisory Board (AJGAB) was established with the key aim of achieving the junior golf vision, namely: “To be a leading nation in attracting, engaging and retaining junior golfers.” The achievement of this vision is dependent upon a collaborative approach.

This is represented in the diagram opposite:

# Collaborative Approach



‘Vision 2018: The Future of Junior Golf in Australia’

To be a leading nation in **attracting,** **engaging** and **retaining** junior golfers.

## Vision

To be a leading nation in attracting, engaging and retaining junior golfers.

## Mission

To provide high-quality golf experiences for young people which attract and engage juniors and provide an opportunity for development which results in increased participation in all forms of golf.

### Key Principles

A number of factors create or encourage barriers for juniors taking part in golf. In recognising this, it is important to provide positive environments by ensuring junior golfers have opportunities to:

- Have fun experiences
- Be in a safe and supportive environment
- Experience skill development, challenges and the joy of achievement
- Follow clear pathways for participation and improvement
- Experience equality of opportunity for all

In principle, 'Vision 2018: The Future of Junior Golf in Australia' aims to create a golfing environment that provides a positive experience that leads to greater levels of engagement.



# Providing junior golfers with greater opportunities and pathways for development and lifelong involvement.

## Increasing Participation

### Our aim

Increase entry level points for juniors to experience golf in a positive, enjoyable and safe environment; allowing them to continue playing by providing them with greater opportunities and pathways for development and lifelong involvement

### Attracting



Providing more entry level points for juniors to experience golf

### Engaging



Providing more opportunities to engage juniors in the game of golf

### Retaining



Providing pathways for development and lifelong involvement

### Our strategic commitment to the future

Attract more juniors and target specific under-represented groups by:

- Developing and coordinating delivery of a national schools program
- Developing standards for clubs and facilities that encourage more juniors to try golf
- Providing access to modified games to provide a fun, enjoyable and safe first experience in golf

Engage with junior golfers to encourage them to play more often by:

- Providing a range of events and activities that golf providers can use to encourage juniors to keep returning
- Establishing links between school-based programs and clubs/facilities to encourage juniors to play at clubs
- Providing coaching programs that both encourage participation and also provide opportunities to develop skills and enjoyment

Retain juniors in golf and encourage them into the adult ranks by:

- Encouraging integration into clubs to provide juniors with a sense of belonging
- Providing pathways into representative golf
- Providing opportunities into membership within the club environment

### Key Performance Measures

#### KPM 1 – Attracting

- Number of schools involved
- Number of students participating
- Number of clubs meeting junior golf development standards
- Number of juniors trying golf

#### KPM 2 – Engaging

- Number of events and activities
- Number of participants progressing from school to club programs
- Number of programs that provide coaching to participants

#### KPM 3 – Retaining

- Number of junior club members
- Registered junior foundation members
- Number of recreational players

# Engaging and maintaining people and providing integrated partnerships.

## People and Partnerships

### Our aim

Engaging and maintaining people through quality experience and education, and providing integrated partnerships that achieve a unified approach to junior golf

### People



The success of junior golf is dependent upon including and supporting quality people at every level of the game

### Partnerships



The long term success of junior golf is dependent upon the partnerships that unify the industry

### Our strategic commitment to the future

Include and support quality people by:

- Developing and supporting a volunteer strategy to maximise the number of people involved in golf
- Promoting skill development
- Promoting professional development and training
- Providing quality coaching around accredited schemes
- Encouraging succession planning to ensure long term involvement
- Improving efficiency and quality standards for all
- Addressing insurance and legal obligations
- Encouraging and fostering family support for juniors

Foster partnerships that unify the industry by:

- The Australian Junior Golf Advisory Board (AJGAB) providing leadership
- Developing partnerships between schools and golf clubs to increase participation
- The AJGAB developing strong partnership networks with schools, local government, community sector, golf clubs and the commercial sector
- Establishing local government networks and support streams
- Sourcing key sponsors for development programs and activities
- Developing partnerships with other sports to promote the game

### Key Performance Measures

#### KPM 4 – People

- Number of registered volunteers
- Number of accredited coaches
- Number of professional development opportunities

#### KPM 5 – Partnerships

- Number of school and club partnerships
- Number of key strategic partnerships

# Working with all agencies, partners and providers of junior golf in sourcing and promoting resources and support.

## Resourcing and Support

### Our aim

Working with all agencies, partners and providers of junior golf in sourcing and promoting adequate resources and support to be able to deliver on the Junior Golf Vision.

### Resource Golf



Provide an environment where support and resources are readily available to all providers of junior golf, in a format that assists them in meeting their obligations and to ensure that junior golf grows

### Successful Brand



Promote the Junior Golf Brand in a manner that will encourage juniors to try and participate in golfing activities

### Financial Viability



Establish and promote an effective funding model that will improve the financial sustainability of junior golf

### Our strategic commitment to the future

- Assist golf organisations in adapting to trends
- Ensure safe environments are provided in order to minimise risk to all
- Provide comprehensive resources and support
- Improve effectiveness and quality standards for all
- Compliance to all insurance and legal obligations
- Develop a single brand for junior golf
- Develop a national promotional campaign with local delivery
- Develop an accreditation scheme for use of the brand to ensure quality of providers
- Provide guidance and support for brand delivery
- Promote the health and social benefits of golf to increase interest
- Source major national sponsors
- Assist people and partners to generate additional resources
- Use collective purchasing power to minimise costs
- Source sponsorship schemes to increase investment

### Key Performance Measures

#### KPM 6 – Resource Golf

- Access to quality resources
- Access to resource training and development

#### KPM 7 – Successful Brand

- Increased awareness of junior golf
- Increased awareness of golf's benefits

#### KPM 8 – Financial Viability

- Secure sponsorship and funding for junior golf
- Operate in a commercially viable manner

# Our Partners

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