BB&O Golf Elite Performance and Player Development Program

The BB&O Elite Performance and Player Development Program has been developed to support the coaching and advancement of our junior elite golfers. BB&O Golf are responsible for overseeing the county teams that compete at a regional and national level. To do this effectively we have to have a structure in place that identifies talent, and by providing a competitive environment and coaching support we have a responsibility to develop that talent.

BB&O is one of the largest counties in England and benefits from having 103 golf clubs. We have won the Men's County Championships and the Boy's County Championships in the past and more recently made both finals. We are totally committed to competing at the very highest level and as such expect to feature regularly in both finals.

BB&O Elite Performance Goals

- The single goal of BB&O Golf Ltd is to provide the very best performance program available within our financial means. The program will be well thought out and administered to provide the very best support possible for our young golfers. The program will be constantly reviewed to ensure that it is consistently fit for purpose.
- As a result of our program, we would also expect to see BB&O elite players feature on the national stage. It is important that we develop a talent pathway which allows BB&O players to progress through the county to regional and then national success. This pathway should also feed the PGA European Tour and continue to provide the nation with tour winners such as Luke Donald, Tyrrell Hatton and Eddie Pepperell.

Providing that we are fortunate to have the talent available, our program should have the added benefit of competing at the very highest level and be considered as contenders for

- The Men's County Championships
- The Boy's County Championships
- Regional Champions at all age groups
- The Senior's County Championships

Organisational Structure

BB&O Board – The Board are responsible for headline decisions and empowering both executive staff and volunteers to develop talent within the county. The Board is responsible for allocating

appropriate funding for the program. The Board will also oversee the county tournament structure to ensure that a competitive environment exists to support the talent pathway.

Performance Director – The Performance Director is appointed by and reports to the Board. He is responsible for creating the Elite Performance and Player Development Program and along with the CEO of BB&O Golf, will ensure that all contributors and players are fully briefed and carry out their roles. The direct responsibilities of the Performance Director are:

- To develop and review the Elite Performance and Player Development Program.
- To apportion the budget agreed by the Board to the various squads.
- To appoint County Coaches.
- To sign off and authorise the activities for each squad.
- To oversee policy with regards to selection of squads

County CEO (and his office) – The County CEO will support the Performance Director and is responsible for:

- Ensuring that venues are booked for squad activities.
- The administration of individual player support plans authorised by the Performance Director.
- The financial management of the program. To include the payment of all funds in accordance with the program.
- Supporting the communication to the Performance Team
- Supporting Team Managers with travel and accommodation arrangements.
- Arranging the tournament venues and administering county events.
- The stocking and distribution of county kit.
- Child Welfare policies and procedures within the squad environment.
- The administration of the Hub Centres and Scholarship program.

County Coaches – The County Coaches are directly responsible to the Performance Director and Squad managers and are responsible for:

- Delivering the coaching to players on the Elite Performance and Player Development Plan
- Advising the Performance Director on best practice.
- Providing technical performance feedback on players to the Team Managers, the Performance Director, and parents of players.
- Invoicing for their work in a timely fashion to allow the CEO to financially manage the program.

First & Seniors Team Managers – The Team managers are directly responsible to the Performance Director and are responsible for:

- Creating an elite competitive culture within their squad.
- Coordinating squad training days as approved by the Performance Director.
- Selecting teams to represent the county.
- Communicating directly with players on a regular basis to both monitor their season and explain selection decisions.
- Communicating directly with players to inform them of coaching days, team selections, and match details.
- Attending their matches and overseeing their teams on the day.

- Reporting back the results of their matches to the County Office.
- Distributing kit to their players where required.
- Liaising with the Performance Director and Coaches in squad selection.

Junior Squad Manager

The Junior Squad Manager is responsible to the CEO who oversees direct communication and support for players. The Junior Squad Manager will work with individual squad members to ensure that they are complying with the various disciplines demanded of a BB&O squad player. By doing this, the Junior Squad Manager will ascertain what additional support players require and will be responsible for communicating that to all members of the performance Team. He will be expected to:

- Meet regularly with squad players and help benchmark their progress.
- Liaise with Manager's, Coaches, The Performance Director and the CEO to ensure that additional support of the right nature is provided to players where necessary.
- Keep players appraised of their position within the squad and regularly update players with what is expected of them.
- Keep Coaches and Managers updated with away performances of squad players.

Players – The Players are directly responsible to their Team Manager. They are expected to:

- Behave in a way befitting a BB&O County Player and in alignment with BB&O's core values.
- Take responsibility for ensuring that their game is constantly improving and fit to represent the county.
- Make themselves available for county matches.
- Understand that county matches are more important than club or personal competitions and only participation in national events, regional representation or national representation should supersede county duties.
- Attend squad coaching days as well as taking advantage of any personal player support provided by the county.

Parents – The Parents should support their son's playing responsibilities by

- Making every effort to ensure that players are available for key county dates as provided at the start of the season.
- Ensuring that players arrive at matches and squad training on time.
- Pass on any communication sent out by the Performance Team.
- Liaise with the Performance Team should they have any concerns or require additional financial support.

Talent Identification

BB&O Golf are committed to identifying talent that is above the normal. BB&O Golf has a responsibility to develop young players who show a commitment to, and passion for the game but understand that most young golfers enjoying golf at clubs within the BB&O are happy to compete for the social benefits that the game can bring. To that end we have developed a series of junior competitions that allow young golfers to play once they have reached a moderate level of ability. By observing the boys competing and analyzing their results, the Performance Team can identify golfers who obviously have the potential to succeed whilst also accommodating players who enjoy the social aspect.

The Development Tour

The Development Tour looks to attract young children of less than 12 years old who already play golf at golf clubs but, whilst being keen, are pre handicap because of their age or size. By developing this "feeder tour" we can monitor players from clubs all over the county and identify talent early which allows us to bring the most committed of these boys into the Elite Performance and Player Development Plan at a very young age. The office will monitor the most enthusiastic and committed boys and look to financially support their development on an individual basis.

BB&O Futures Tour

The Futures Tour offers a competitive environment for boys with handicaps of 24 or less in our two younger age groups and 12 or less in our older age group. These county run tournaments are an ideal way for talented and enthusiastic boys to compete outside of their own club environment. The overall emphasis is on the gross score winners and the "tour" is administered in the same way as county events. As this type of competition attracts the player profile that would normally go on to elite golf, the Futures Tour allows us to monitor and track the performance of players already in the program as well as identify any new talent that registers and plays.

BB&O Junior and Adult Order of Merit Events.

BB&O support various junior and adult Opens within the county and monitors the performance of our county players in these events. Players who are no longer eligible for our Futures Tour are encouraged and expected to play in these events which provide elite competition for boys who might not be quite ready for national events. Again, these events are also an opportunity for county selectors to become aware of later developing players and boys who have moved into the area from another county.

Holistic Player Development – The Athlete

Having established the personnel structure and the "development ground" BB&O endeavours to provide the individual player with the very best opportunity to develop. A holistic approach to player development accounts for the personal, emotional, cultural, and physical demands that will impact development and performance.

Our Principles

- We ensure that the player's well-being is the priority above performance.
- We encourage players to take ownership of their own performances and create an individual plan that balances performance, academia, and personal commitments.
- We collaborate with a player's parents and personal coach to bring them on the journey to promote a culture based on trust and transparency.
- We clarify the screening and recruitment processes and use these as a baseline for selection.
- We introduce the principles of strength and conditioning and psychology to all squad members.

Our goal is to develop the individual and support the player on their talent pathway. To do this properly we collaborate with all parties to ensure that all factors that might influence performance and development are considered. Although this collaboration may take into consideration several factors outside of the organisations control, the consideration of these allows for individuals to take complete responsibility for their individual development and performance. The long-term impact which will mean the players will not seek to blame others and will lead their own journey, trusting in the process laid out by BB&O and the standards expected of them.

Our Selection Process

Whilst our early talent identification, by its very nature, is predominantly based on feel rather than pure data it is also important to account for the attitude and behaviour of players at every age group. There will be no compromise on the standards agreed to achieve success. Our program will be totally committed to development, ensuring that long term success in our older age groups is the goal. Habits established in early development will facilitate this. BB&O squad members should drive their own individual performance and lead by example in all situations both on and off the course. Players who do not embrace this "total" approach will not be supported within the BB&O program.

It is important to us that we have a clear and transparent selection process both for invitation into squads and selection for county representation. By ensuring complete transparency we allow the players to own their individual standards which encourages an environment where individuals are accountable for their actions. This, in turn, will reduce player complacency as they will know what needs to be done to represent the county. Our goal must always be to create a culture of equity and transparency by relaying the core values and behaviours to all players, staff, and volunteers.

Squad Selection – There will be a squad of 12 Under 14 players, 12 Under 16 players, and 12 Under 18 players. Providing players are eligible, they can play for any of the teams, but where players from one squad are selected for an older squad both managers should agree.

Whilst handicap will be considered to identify players, the scoring records of players in competition play will be the leading factor in squad selection. Particularly with the Under 16 and Under 18 players, more value will be placed on performances outside of club golf. No player will be reconsidered for selection if, when part of a county squad, they fail to play in county or national events during their squad year. Typically, the Under 14 squad will comprise of boys with a handicap index of less than 10. The Under 16 squad will usually comprise of boys with a handicap index of 6 or less and Under 18 squad boys will play off a handicap index of 3 or better. There will occasionally be outliers who are selected based on the rate of their improvement or their ability to perform in bigger events. Players not initially selected can "play" their way into squads at any time of the year by performing in county tournaments. Handicap alone will not be considered.

To aid the process, the office will maintain data on players individual performances in county and national events. This will allow comparisons to be made in average scores etc. This data will also be shared with Managers and sometimes players to keep them abreast of their relative position within the squad.

Team Selection – Teams will be selected by Managers who will have the recommendations of County Coaches to help with their decisions. A combination of county competition results data and previous match performances will be taken into consideration but will not exclusively be the basis of selection. Attitude and resilience will also feature, and BB&O Team Managers will endeavour to

inform players of how the team has been selected and will be happy to discuss and give feedback to those not selected. At all times boys will be reminded of our elite performance culture and that those boys not selected support the BB&O teams by constantly challenging and driving the squad forward.

Communication

Communication will be made via parents email except when permission has been established to create Spond groups. Parents and players will be expected to attend a parent's meetings and will be made aware of training schedules, tournament dates, match dates and other important information. These will provide an opportunity to inform players and parents of our expectations, what they can expect of us and ingrain the culture of performance within the squads.

Coaches - Throughout the season, coaches will observe players on course and perform a "Gap Analysis" of each player and report back to the player and Performance Director. The player will then be expected to share relevant information with their home coach. Each coach will mentor selected players and be their point of contact should parents or players have any technical concerns. Coaches will report back to the Performance Team during the season at pre-arranged performance meetings. Where vouchers are issued for individual coaching players may use a PGA coach of their choice although at least one voucher may have to be used with a County Coach to enable the coach to assess the player. The closer a player works with a County Coach the more the Performance Team will be able to provide support specific to that player.

Managers – Managers will be expected to be the lead contact for their squad. Having been given the player details they will be expected to communicate directly with their squad. Training day reminders, team selection news, player feedback will all be handled by the Manager. Managers of the Under 16 and Under 18 squad may, with parent's permission, also use Spond as a form of instant communication regarding matches etc.

Office – The Office is responsible for arranging venues for training, practice and matches and will liaise directly with Managers to ensure that they have the relevant information. The office will also distribute information about the Elite Performance and Player Development Program to ensure that everybody within BB&O understands the thinking behind our approach to coaching.

The Coaching Structure

Under 12s

The Development Tour will be monitored for emerging young talent that might not yet be ready to enter the Under 14 squad.

There will also be Hub Centres at selected golf clubs with an excellent history for developing young talent and more importantly, pointing them toward competing in county events. The County Office will be responsible for funding additional support to players based on their participation, enthusiasm and potential.

Under 14 Coaching

The Under 14 Coaching Program will consist mainly of pod / group coaching and will include:

- Squad Coaching Days with County Coaches that concentrates on player preparation, course strategy and pitching, chipping and putting (although all aspects of the game will be

assessed). The squad will be divided into two “Pods”, and each coach will be responsible for delivering coaching and mentoring players within his “Pod”.

- The Performance Team also controls a budget to support players requiring additional assistance.

Under 16 Coaching

The Under 16 Coaching Program aims to use group sessions to build a team environment whist concentrating on one-on-one coaching to deal with the technical aspects of improvement.

- Squad Coaching Days with County Coaches that concentrates on player preparation, course strategy based on data, and England Golf’s “5 Pillars of Performance”. These sessions will cover putting (in particular “holing out”), short game, pitching and ball flight.
- The Performance Team has a budget to support individual players throughout the season. Support will only be given to players who record their personal data as required by the county and make themselves available for matches.

Under 18 Coaching

As players progress into the Under 18 Squad they will be expected to take ownership of their own game. BB&O coaches will be on hand to analyse and advise where appropriate and the Manager, along with the Lead Coach will be responsible for putting together sessions that allow players to bond with each other as well as establish the various coaching interventions required. BB&O will also provide coaching sessions from outside specialists.

Initially, squad pod coaching will cover the 5 pillars of golf performance delivered as per the U16s.

The Performance Team has a budget to support individual players throughout the season. Support will only be given to players who record their personal data as required by the county and make themselves available for matches.

Individual Player Development

BB&O are committed to giving young players the opportunity to develop and progress from club to county to region and eventually national success. Our goal is to help talented athletes reach their potential and so will endeavour to provide an environment where each player is overseen as an individual and mentored by a team who will combine to give support to our most committed players.

First Team and Seniors Team

The Elite Performance and Player Development Program will primarily offer a guided program to junior golfers to develop elite golf within the county. This, in turn, should provide the county with elite golfers who turn 18 years of age and are then able to represent the First Team. By this time, the golfer’s performance pathway is totally player centric and individual athletes are expected to take 100% responsibility for their own game. The county will support our elite players by ensuring that

every aspect of preparing properly for county matches / events has been taken care of. It is the responsibility of BB&O to provide an environment in which players can play to their potential.

Similarly, the strength of Senior squads is often dependent on factors totally outside BB&O control. Players moving into the county, relinquishing PGA status, coming back to golf after long absences are all factors in player availability. Whilst the county will give its full financial support to League and County Championship participation, it's appropriate that only a small coaching budget will be available and that the Seniors Manager be able to use that budget to facilitate practice rounds, squad "bonding" and individual requirements.

John Kennedy

CEO 06/12/ 2026