

R&A

Developing Golf.

Sharing best practice for the benefit of the sport

VOL 2, ISSUE
Six



**Small
spaces,
big results**

The R&A's new guide helps to make golf courses out of restricted areas of land

“We want to give more golfers of all ages, genders and ethnicities pathways into the sport so that they can go on to become the golf club members of the future”

**– Martin Slumbers,
outgoing CEO of The R&A**

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About Developing Golf magazine

Developing Golf magazine is a key element of the golf development alliance we are creating with affiliates globally to share best practice. This alliance also includes a new R&A Portal, increased funding support and consulting with affiliates on the ground across the year to develop the strongest activation plans, supported by R&A-created global assets.

Phil Anderton, Chief Development Officer – The R&A





Introducing the 2024 Royal and Ancient Golf Club Scholars.



This new programme is designed to identify and nurture the next generation of golf's leaders by offering them financial support and access to an expert support network

Last year saw the launch of The Royal and Ancient Golf Club Scholarship – the flagship collaboration between The R&A Foundation and The Royal and Ancient Golf Club of St Andrews. Designed to identify and nurture the next generation of golf's leaders, the programme not only includes generous financial support for young individuals keen to commit their talents and energies to the future of golf but connects them to other like-minded individuals, and to The Royal and Ancient Golf Club of St Andrews,

through mentorship from its members.

The Club's support for The Royal and Ancient Golf Club Scholarship has meant that ten young men and women can now make the most of opportunities previously out of their reach.

We are delighted to introduce you to the inaugural Royal and Ancient Golf Club Scholars. We look forward to getting to know them better, to connecting them to their mentors and gathering them together in St Andrews at the first leadership conference.

The class of 2024



 **Ivan Malovychko**

"I aim to fully engage with the programme and Club members, using what I learn to show Ukrainians that golf is more than a sport – it's a way of life"

As a national golf champion from Kharkiv, Ukraine, Ivan is on a mission to use the power of golf to heal those impacted by the ongoing war. He is developing a golf coaching programme focussed on rehabilitating those physically and mentally affected by the ongoing conflict in Ukraine. His commitment to both his country and the sport drives him to pursue further education in Golf Management as he aims to rebuild lives through the sport that shaped his own.



 **Hannah Isinghood**

"True progress in golf comes from nurturing both our environment and our people"

Hannah is forging a path to champion both environmental sustainability and opportunities for women in greenkeeping. While studying Turfgrass Management at Olds College, Alberta, her hands-on experience as a greenkeeper at Pebble Beach has fuelled her passion for making golf courses greener and more inclusive by inspiring more women to consider greenkeeping as a career. This scholarship will advance her goal of becoming a leader in sustainable golf course management.



 **Amanda Cunha**

"True leadership in golf means breaking barriers and opening doors for others to follow"

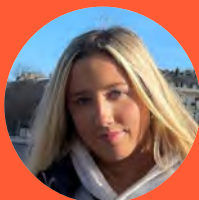
Amanda lost her eyesight as a child but never her passion for golf. Now a champion adaptive golfer, she is dedicated to raising the profile and opportunities for golfers with disabilities. Hailing from Oahu, Hawaii, Amanda is now pursuing a degree in Communications at the University of Arizona to merge her love for golf with a career in broadcasting and become a role model and advocate for adaptive athletes.



 **Atirath Deb Roy**

"Golf has taught me that neither success nor failure defines me. Instead, my story has been shaped by moments when I dared to see challenges ahead and charge ahead"

Atirath Deb, from New Delhi, India, is a passionate PGA Golf Management student at the University of Nebraska-Lincoln. While his experience spans roles as a professional caddie on the DP World Tour and an assistant golf professional, his true mission is to bring greater international representation to the upper ranks of the sport's administration. He aspires to play on tour and is dedicated to breaking barriers and promoting inclusivity, ensuring that golf is accessible and representative at all levels.



 **Ellie Smyth**

"I'm honestly so excited and grateful to have been offered the scholarship – it's such a unique opportunity to get help with my studies and career in the golf world"

Hailing from Northern Ireland, Ellie is learning how to make her mark on the golf industry as she studies Sport and Business Management at the University of Stirling. She hopes to promote live golf events by making them as exciting and engaging as possible to attract new and diverse audiences. With her dedication to excellent spectator experiences, Ellie envisions a career in the business of golf, blending tradition with innovation to create dynamic, inclusive events that bring more people into the sport.



 **Simon Richalot**

"I believe that the future of golf lies in continuously evolving and improving the standards of quality within the industry"

Simon is an aspiring golf course manager with a keen interest in climate change and water use on courses. He is in his final year of studying Golf Course Turfgrass Management at Pennsylvania State University and having interned at Oakmont Country Club this year, will return there in 2025 as a full-time agronomist focussing on helping with US Open preparations.



 **Sarah Brannigan**

"I am beyond grateful to be a Royal and Ancient Golf Club Scholar. This support will help finance my college education at an institute that I have always dreamed of attending and provide me with mentorship to achieve my goal of becoming a chief financial officer for a non-profit dedicated to the game of golf. I am so honoured to have this opportunity"

Sarah's introduction to golf was through a First Tee programme run in the Bronx, New York. A natural leader, she set up a girls' caddie programme, She Can Carry, at her home club in New York, and now has ambitions to work for a non-profit organisation dedicated to the sport. Sarah will use the scholarship to study Business and Finance at Georgetown University in Washington DC, where she has already connected to the First Tee Chapter close to Georgetown to continue volunteering.



 **Mason McKenna**

"This scholarship serves as confirmation that I am doing the right things and excelling in an industry where I can make a difference".

Mason is an aspiring elite coach currently studying for a PGA Golf Management qualification. He is focused on breaking down barriers that can often prevent young people from entering the game, especially in childhood. His scholarship will enable him to complete his studies at the University of Nebraska whilst continuing to volunteer at a local YMCA group where he coaches juniors.



 **Tim Manzello**

"Receiving The Royal and Ancient Golf Club Scholarship is an extraordinary honour for which I am deeply grateful. It's a significant milestone in my academic journey"

Tim Manzello is a young golfing entrepreneur with ambitions to develop his own apparel and equipment range. He is currently studying for a Bachelor of Science in Recreation, Park and Tourism Management alongside the PGA Professional Golf Management programme at Pennsylvania State. Tim plans to combine his studies with continued volunteering in golf and developing a not-for-profit apparel line available for first responders, in recognition of their contribution to society and the opportunities golf provides to decompress from their demanding work schedules.



 **James Harris**

"This unique opportunity will enable me to advance my academic qualifications, develop my knowledge of golf club management and acquire the essential skills needed to effectively run the business that is a golf club"

James is an aspiring club manager working towards his Club Managers' Association of Europe qualification. Originally from the UK, but currently gaining international experience working at Yas Links in the United Arab Emirates, he has worked his way up at the club from his start as a runner to now leading on staff training and management for all golf operational personnel. James has ambitions to pursue online business modules at Cornell University alongside his commitments at Yas Links.

2025 Applications.

**Jackie Davidson, Director
– Golf Education, The R&A**

"We are delighted to report that over 200 applications from all around the world were received, testament to the appeal of this new scholarship and the incredible opportunity it provides young people keen to commit their talents and energies to the future of golf. We were impressed by how our final round candidates represented themselves, and their leadership, ambition and intent rang loud and clear."

**Lung-Nien Lee, Member of The Royal
and Ancient Golf Club of St Andrews**

"The passion and leadership potential of our candidates in securing the future of the sport was impressive. We are excited to follow their journeys as they embark on their studies and fulfil their potential to be great ambassadors for the sport, with the support of our Club."

If you are aged between 18 and 29 on 1 September 2025, are enrolled or will be enrolling in a nationally recognised academic or vocational qualification and can demonstrate an exceptional commitment to and active engagement in golf, you are eligible to apply.

Applications for the 2025 Royal and Ancient Golf Club Scholarship will open on 9 January 2025. Find out more by [clicking here](#)

The Programme

The programme consists of five key elements of support:

1. A bursary of up to £10,000 per year for educational costs
2. A bursary of up to £5,000 per year for golf-related costs
3. Mentorship from within The Royal and Ancient Golf Club of St Andrews' membership
4. Membership of a peer support network of Scholars
5. A leadership conference in St Andrews

Collectively, these five elements form a unique programme, enabling Scholars to overcome any financial obstacles, while providing the expert guidance, lifelong connections and experience of excellence to inspire and equip the next generation of golf leaders around the world. ●

Golf for Smaller Spaces.

How to make the most of restricted areas of land for golf course development

They say good things come in small packages and short-format golf might be the perfect example.

A new guide published by The R&A outlines the best ways to use restricted areas of land for golf course development, highlighting a host of creative solutions.

Produced with the support and assistance of the European Institute of Golf Course Architects, the 'Golf for Smaller Spaces' guide examines how smaller-space courses operate and sets out practical requirements and commercial considerations for establishing such courses.

Facilities which utilise smaller parcels of land in cities and urban areas will play an important role in making golf more accessible to a wider range of people, increasing participation in the future.

Below is a summary of the guide, which you can [read in full here](#) ●

The benefits of shorter courses

- Appeal to a broader cross-section of society
- Need less land and take less time to play
- Require fewer inputs of water, fertiliser, pesticides etc to maintain them
- Cost less to maintain as there is less reliance on materials and labour
- 19.6 million adults outside of the US play golf exclusively on non-traditional 9- and 18-hole facilities
- In GB&I, golfers who exclusively play alternative formats are more likely to be women
- More than half of participants in non-traditional formats are under 35

Park golf, Japan

All image credits: Scott Macpherson



How to choose the right type of short course

The design of any short facility on a small area of land will vary enormously according to the land area available, its location, terrain and of course its purpose. Form follows function in design so early decisions should determine if the facility would be for leisure, competition or perhaps as an introduction to golf. Its form may change if it is a commercial venture, a municipal amenity, a nursery for golf at a golf course or for some other purpose.

If the facility is to thrive, it may require sustainable investment costs, good management and conditioning, easy access and be located within close proximity to services and amenities. Above all, it must be tailored to the needs of the user.

A consideration for the longer of the short courses is Course Rating. If the course could be made sufficiently long to allow golfers to gain and maintain their Handicap Index, then this should be considered as it has advantages for the development of a player and their pathway into golf. It can also benefit the business plan for the facility as more golfers may be tempted to play or play more often.

Embrace the options

There are a wide variety of golf facility types that can fit almost any area. Find ways to make the facility engage with non-golfers, be inclusive and provide a place of entertainment while also offering competitive golfing elements.

- Adventure golf
- Putting course
- Short-game areas
- Pitch & putt
- Par-3 course
- Park golf
- Golf course for a reduced-flight golf ball
- Driving range
- Simulator golf
- Intermediate golf course



Pirate Adventure Mini Golf at SEA LIFE Scarborough, UK



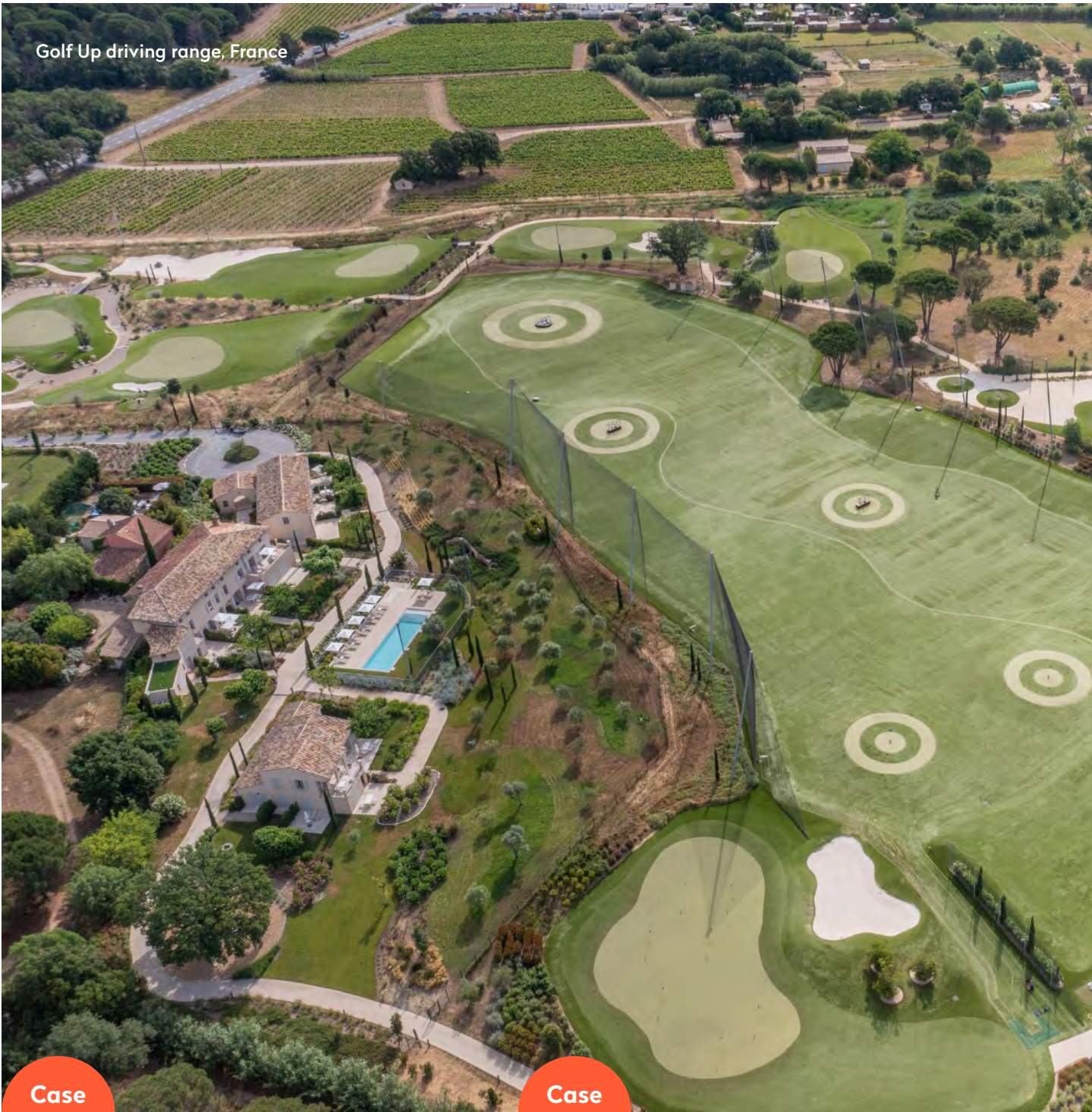
Golf It!, UK



Case Study

Golf It!

Golf It! in Glasgow, Scotland, was created on the site of an old 18-hole municipal golf course that had fallen into a state of disrepair. The R&A wished to create a new and exciting golf facility to ensure golf is accessible, affordable and community-based. Golf It! includes short-form golf facilities such as a putting course, adventure golf, an intermediate golf course and high-tech driving range. The 9-hole golf course has also been designed with a 'hub' so the course can be shortened and set-up as a five-hole layout.



Golf Up driving range, France

Case Study

El Cortes Golf Academy

In Mexico, El Cortes Golf Academy completely transformed the profitability of its facility through a small space golf course. This dual-purpose facility is used as a driving range in the daytime for members and visitors playing on the adjacent golf course and a public ten-hole pitch & putt course in the late afternoon and evening. This has boosted revenue via green-fee sales and associated food and beverage takings.

Case Study

Shanx Golf

Shanx Golf in Australia offers hand-built miniaturised golf courses requiring an area of land between 700-5,000 square metres. Courses typically have two pins per hole allowing for a variety of play as well as varying skill levels. Multiple pins also allow flexibility in layout with options to create a composite course.



Case Study

Golf Up

Golf Up in Grimaud, France, is a pitch & putt course which sits on a compact site in the south of France together with a driving range, chipping green and practice putting green. The compact facility also utilises synthetic turf on the course and driving range grass surfaces. This minimises the daily maintenance requirements, negates the need for irrigation in this dry part of France and demonstrates the sustainability benefits of small space facilities.

We want to encourage the golf club members of the future

“We have seen that shorter formats of golf are key to introducing new participants to the sport but are also popular with traditional golfers. The Golf for Smaller Spaces guide has been written, by experts in course architecture, as a blueprint as to how courses can be developed and succeed in a non-traditional size and environment. We hope it will serve as a useful reference point for the industry as it responds to the way people want to play the sport and in locations, such as cities and urban areas, that are convenient to them. We want to give more golfers of all ages, genders and ethnicities pathways into the sport so that they can go on to become the golf club members of the future.”

Martin Slumbers,
Outgoing CEO of The R&A

The Golf for Smaller Spaces guide was written by course architect and author Scott Macpherson. To learn more about the small spaces concept and to download the guide please [click here](#)

How Golf Ireland hel millions for its mem



Portsalon Golf Club – Clubhouse
upgrades (€170,259)

ped secure ber clubs.

The association's
engagement with the
Irish government yielded
significant benefits for
130 golf clubs





Golf Ireland has helped to facilitate an investment of more than €11 million in golf clubs across the country in a shining example of how to positively engage with government.

The Irish government made €230m in grants available to sports clubs and facilities as part of phase two of the Community Sport Facilities Fund, an initiative that represents the largest investment in the history of Irish sport.

Golf Ireland enabled clubs to benefit from the scheme by offering support with the application process through tailored sessions.

The governing body teamed up with a company called 2into3, who specialise in making large-scale grant applications, to run a webinar designed to prepare clubs for the opening of the new sports capital round in 2023. Another webinar was run after the launch to go through the details of the application process.

Golf Ireland's Development and Club Support team continued to engage with clubs after that, assisting with queries and directing them to all relevant materials, in some cases making referrals to the Department of Sport's own team of advisors.



"This funding is another huge boost for sports facilities across Ireland," said **Golf Ireland CEO Mark Kennelly**. "We are grateful to the

government and Sport Ireland for the investment which will ensure clubs have the facilities needed to thrive, grow and enhance participation at all levels."

Golf Ireland's Development and Club Support team's work also includes helping clubs to increase participation, improve their sustainability practices and ensure they are inclusive and equitable, which are all key elements to demonstrate when putting together a successful application for the fund.



Carlow Golf Club – Upgrades to practice facilities and locker rooms (€178,564)

“ This funding is another huge boost for sports facilities across Ireland ”

How the grants were distributed

Grants were available across two strands – equipment and capital.

Under the equipment grant scheme, 23 golf clubs received support. The successful applicants had the following equipment funded:

- Mowers
- Course machinery
- Golf equipment and training
- Battery-powered automatic mowers
- Leaf blowers

For the capital fund, there were 107 applicants who received a combined €11.4million. The successful applicants had the following capital works funded:

- Drainage
- Irrigation systems
- Clubhouse development
- Course improvements
- Practice areas
- Green projects

Top 10 grant recipients

- 1 **Birr Golf Club** – Capital Expenditure and course development (€195,175)
- 2 **Ardee Golf Club** – Enhanced access programme, drainage work and machine (€193,500)
- 3 **Callan Golf Club** – Community putting course and wetland extension (€186,869)
- 4 **Waterford Golf Club** – Irrigation system to improve water usage (€183,381)
- 5 **Headfort Golf Club** – Bunker upgrade and equipment (€182,717)
- 6 **Ballybofey & Stranorlar Golf Club** – Fairway mower, develop natural playing surface (€181,421)
- 7 **Carlow Golf Club** – Upgrades to practice facilities and locker rooms (€178,564)
- 8 **County Meath Golf Club** – Upgrade tee boxes and locker room accessibility (€170,259)
- 9 **Portsalon Golf Club** – Clubhouse upgrades (€170,259)
- 10 **Charleville Golf Club** – Grounds and changing rooms (€169,886)

The last round of grant allocations in 2021 saw Irish golf clubs awarded around €7million.

Catherine Martin, Ireland's Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media, highlighted the far-reaching impact the investment would have on sports participation across the country.

"Sport is vital to our sense of togetherness and community, from local clubs to professional and high-performance teams and athletes," she said. "Each and every one of these grants represents a project that will create a new or improved opportunity for people of all ages and backgrounds to participate in sport to the best of their ability. Clubs will be better able to serve their communities with the help of this fund." ●

Waterford Golf Club – Irrigation system to improve water usage (€183,381)



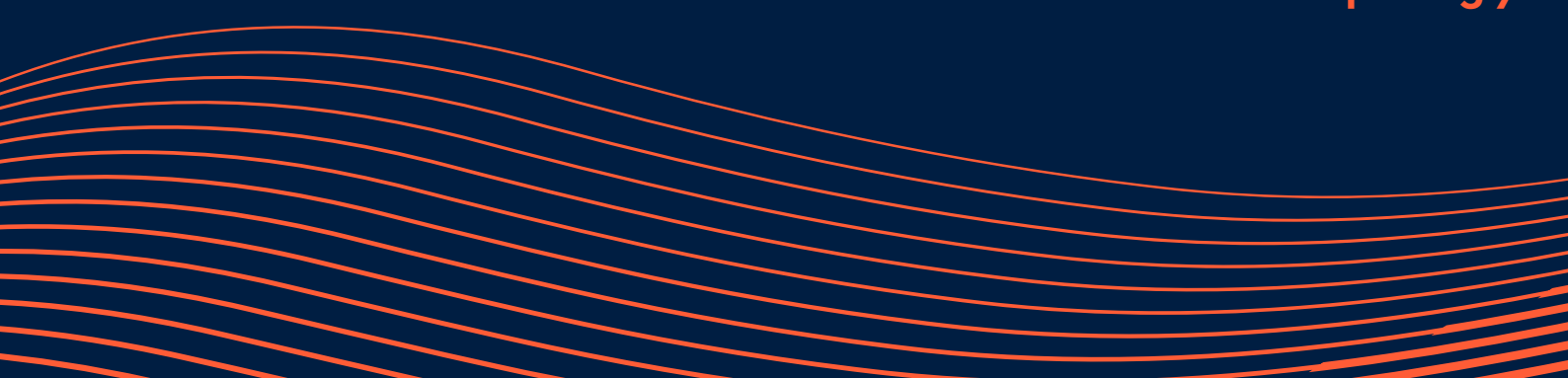
“ Clubs will be better able to serve their communities with the help of this fund ”





The Pilot Project taking off in Denmark

An initiative aimed at increasing youth participation is being rolled out to
more clubs after a successful opening year



The Danish Golf Union (DGU) is broadening its Pilot Project after seeing promising results in the first year since its launch.

Designed to combat a ten-year decline in junior numbers, the initiative has seen ten clubs hire dedicated youth coordinators to strengthen their offering.

With participating clubs having shown a 22% increase in youth membership, far outstripping the 4% national average, the DGU will now work with an additional five clubs in 2025.

We spoke to the DGU's Tournament and Development Consultant Rikke Haurvig to find out more about a project that is really taking off...



Rikke Haurvig
Tournament and Development
Consultant at the Danish Golf
Union

What are the participation trends in Denmark?

Overall participation is at its highest level ever. As in many places, we saw a big increase around Covid-19 and the levels are still high now, with golf the fourth biggest sport in Denmark. However, we have been seeing a decrease in junior participation for a long time and it's one of the lowest in the EU at 4.6%. Numbers went up during the pandemic across all age groups, but we didn't retain the younger ones, so that's why we introduced this Pilot Project.

Can you summarise what the Pilot Project involves?

In its first year, the Pilot Project involved ten clubs who hired coordinators to look after their junior programmes. The idea was to have a dedicated resource whose priority is to increase youth participation by creating a more structured and engaging environment for young people within these clubs.

Why was this approach considered the best way forward?

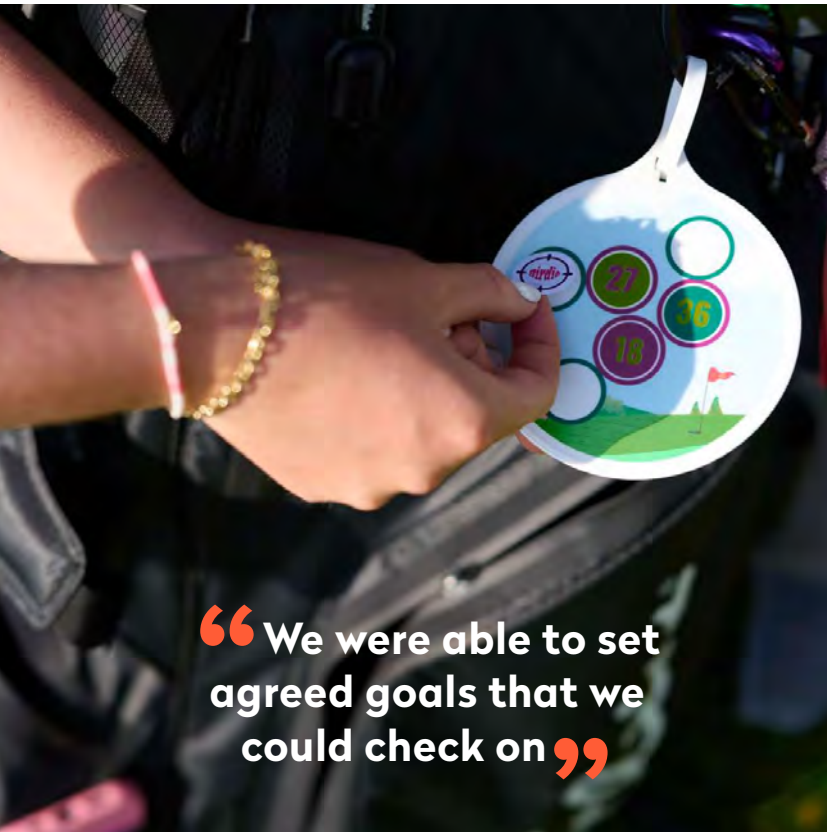
We found that one of the key factors behind whether a junior environment was flourishing or not was the people involved and whether there was some continuity. Often, we saw parents getting involved and doing good things, but then their kids got older and they moved on and everything went back to zero.

We want to have people involved at club level who have junior organising as their priority so all the knowledge that they build up can be retained. Parents are still involved, for example

Case
Study

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mark.

eing rolled out to
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“We were able to set agreed goals that we could check on”

Hands-on approach pays dividends

One of the biggest things we learned from the first year of the Pilot Project was the value of taking a hands-on approach. The DGU has been more involved with the ongoing process than we originally imagined we would or should be. It's important to recognise that it's not just a case of hiring someone and then everything falls into place – you need to have a strategy and you need to work with the clubs and with the coordinators to ensure it is delivered. The provision of training and the sharing of knowledge and best practice is crucial to achieving success. You can't just sit back and expect things to happen; you need to help make them happen.



as volunteers in junior committees or coaching, but now we have coordinators to oversee all of that and move it forward.

How did you find the right people for the roles and who pays for them?

We announced the Pilot Project and set about looking for clubs who wanted to be part of it, then we had ten roles to fill which are financed half and half between the DGU and the clubs. We just drew up a job description and put it out there. In the first year we really didn't know who would be interested in the role.

There were lots of different profiles across the ten clubs, and one of the groups that did well was senior members. They had good knowledge not only of golf and the club itself, but also of how workplaces operate. They had the experience and that served them very well.

Another group consisted of younger golfers, often taking a gap year before university and seeking work experience while pursuing their golf aspirations. They faced some challenges as they were still building their knowledge and understanding, and at times they might have found it difficult to assert themselves in club and committee settings.

Some came from university and they had a broad knowledge of sport but perhaps not so much of golf. They may have excelled over a

longer period, but they needed time to get to understand golf and the clubs they were working in.

These are some overarching trends, and success in the role will, of course, always depend primarily on the individual.

What training and support is provided to the coordinators?

When all the clubs had hired their coordinators, we held a training day to familiarise them with DGU's strategy for the junior area, providing tools to work across all aspects – from the fundamental structure of the junior area to training, playing, other activities and communication. The day also included an in-depth look at specific data at both club and national levels, offering them a structured method to evaluate their club's offerings and environment for juniors, as well as to identify potential areas for development in their role. Finally, we initiated a network among the coordinators to foster collaboration and knowledge sharing.

Every two weeks we held online meetings with the coordinators to check how they were doing, what they needed help with, areas they could work on and so on. Sometimes we would invite people in to talk about specific topics to help them.



“As well as increasing the numbers, the level of activity also increased”



Another step we took was to meet with the participating clubs and come up with an action plan. We have a strategy in Denmark built around the idea of a clubhouse where you have to score your initiatives. The coordinator and the club completed this scoring, and based on the assessment, we collaboratively identified the areas we wanted to work on.

What have the results been?

Across the ten participating clubs there was an increase in junior members of 22%, compared to 4% nationally. Also, at the national level, the increase was only in the age groups from 15-18, whereas in the clubs involved in the Pilot Project, the increase was matched in the under-10 age group and for those between 10-15, so the increase was across the board.

Our goal is to increase junior membership in these clubs by 25% each year, so 22% is close.

It's important to say that this rise in numbers came later in the year. The coordinators did some great work early on, but we didn't really see the results until later.

As well as increasing the numbers, the level of activity also increased – so even existing members were getting involved more often in coaching sessions and other initiatives.

How will you apply what you've learned in year one to your plans in 2025?

The clubs and the coordinators gave positive feedback and said it was a valuable project, but it was only the first year so of course we have identified ways to improve things.

We are increasing the project with five new clubs and we have lots of information that we didn't have when we started. For example, we spoke about the sort of people who would be good coordinators and we now have more knowledge about who will be able to make the biggest impact.

One thing we found was that the clubs wanted to be more involved, which we took as a positive thing because it shows they are engaging with it. We have made the terms of being a participating club more precise to provide clarity to everyone, and we are expanding our training so we will now offer an additional day where we have both the coordinators and other people from the club in attendance.

For those clubs involved in the first year who are continuing, we will now fund 25% of it and they will cover the rest. It is for them to see if this has longevity for them and if they can see the benefit in continuing with a coordinator. ●

R&A



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