



**WALES  
GOLF**

**HIGH PERFORMANCE STRATEGIC PLAN  
2019 - 2022**

## WALES GOLF HIGH PERFORMANCE

### **Introduction**

**Wales Golf is the national governing body for golf in Wales. The Wales Golf High Performance (WGHP) department is responsible for the design, implementation and management of national training and competition programmes for the nation's best players as well as selecting, preparing and supporting our national teams. In reference to this, WGHP is tasked with designing and implementing structures, programmes and processes to enable Welsh players and teams to perform at the highest level of international amateur golf.**

This strategic plan has been developed in response to the desire of those involved in WGHP to publish and communicate a clear plan and strategy to enable Wales Golf to deliver an agreed long term approach to address challenges and maximise opportunities within the current environment.

The purpose of this strategic plan is to clearly identify what WGHP intends to achieve or influence, over a given time and within specified parameters, namely to support Welsh golfers to achieve success on the world stage. This will build on current systems and processes, which will be enhanced in order to improve effectiveness and efficiencies to ensure that the right performance resources are applied at the right time in the right place.

While it is accepted that there can be many influencing factors on performance, the scope of this strategic plan is to focus on the parameters under the remit of the WGHP department and therefore within our direct control. However, it is also recognised that WGHP does not operate in an isolated environment and that collaboration can be an effective means by which to pool resources and achieve common goals of Wales Golf. Therefore, this plan also seeks to consider and reflect the influencing factors of the Wales Golf Development & Championships departments, as well as funding bodies such as Sport Wales and the R&A.



## VISION

'To inspire our nations amateur golfers  
to win on the world stage'



## MISSION

To create and sustain a world leading high  
performance system to achieve our vision.



## PHILOSOPHY

A challenging but supportive environment,  
where excellence is demanded through accountability,  
created by an integrated, innovative and inspirational  
performance culture.



## Whole player development

*We support the overall development of each individual and promote personal well-being above all else.*

**#personfirstplayersecond**



## Attitude

*We approach opportunities and challenges with accountability, resilience, desire and a positive mindset.*

**#teamwales**

### Wales Golf

- Encourage ownership of performance and accountability
- Well-being is a priority above performance
- Support players to be the best they can in their academics, careers and personal lives

- Desire to be the best that we can be through demonstrating effective planning, a willingness to adapt by focusing on solutions in all situations
- Commitment to continuous learning and collaboration

### Players

- Recognize the need for balance between golf, academic/career and personal commitments
- Performance is not identity
- Utilise life skills learned through golf to help personal development

- Embrace challenges
- No fear of failure, mistakes are necessary to learn
- Take ownership of performance and don't blame others
- Seek opportunities and get outside your comfort zone

### Parents & Guardians

- Foster a love for the sport in your child but not at the expense of their childhood
- Promote and support academic performance
- Understand that early specialisation is rarely conducive to their long term sporting development

- Accept that failure and mistakes are a necessary part of the journey
- Provide unconditional support
- Project a positive attitude to your child and encourage them to have a positive mindset -always

### **L** eading

*We lead with passion, positivity and innovation and remain solution focused at all times.*

**#beadragonnotasheep**

- Be the voice and inspiration of Wales Golf
- Promote the dragon with pride and passion
- Demonstrate a desire to be world leading
- Promote a trusting environment where we seek and deliver feedback based on trust

- Leading by example approach to all situations
- See things in a positive light
- Support others
- Be brave in your approach to all opportunities and challenges
- Drive your journey ... lead your performance team

- Strive to consider and appreciate all factors relating to performance
- Be aware of emotions and strive to be a calming influence at all times
- Treat others with respect and consideration

### **E** xcellence

*We believe in a commitment to excellence, being best you can be everyday and being self motivated. We are life long learners.*

**#betterneverstops**

- No compromise on the standards required to achieve excellence
- Great communication with all key stakeholders
- Passionate about what we do and how we do it
- Committed to self-improvement and life-long learning
- Demonstrate a growth mindset

- Do your best at all times (never give up)
- Focus on your development and not on the what others are doing
- Do things right when no one is watching
- Demonstrate the desire to be a life-long learner
- Earn the honour of wearing the dragon

- Recognise and promote effort over results
- Create a positive environment for your child in which they can be the best they can be
- Take a challenging, yet supportive approach to you and your child's journey towards excellence

### **S** hared commitment

*We embrace the vision, mission, philosophy and culture of Wales Golf High Performance. We work together to lead it, drive it and make it happen and we are all in.*

**#togetherstronger**

- Trust the process, yourself and others always
- Demonstrate a commitment to the plan
- Be fully committed to the cause, not just involved!
- Be true to your word and do what you say
- Take pride in the journey

- Trust the process, yourself and others always
- Demonstrate the behaviours that embody Wales Golf
- Be a promoter of Wales Golf and our vision
- Maintain confidentiality in terms of you, your teammates, the team and Wales Golf

- Trust the process, yourself and others always
- Be a promoter of Wales Golf and our vision
- Work together as a team with those around you to achieve your child's goals

Strategic Pillar	Key Goals
<p><b>1 Structure, Systems, and Processes</b></p> <p><i>Build on the strong foundations we have established, to create a truly world class high performance structure, system and process to maximise results at the highest level</i></p>	<ol style="list-style-type: none"> <li>1. Create an organizational structure, system and process that is totally aligned with the High Performance Strategy and that supports an integrated approach to high performance</li> <li>2. Ensure resources (people &amp; funding) are targeted to maximise efficiency and prioritise an effective Wales Golf High Performance System (WGHP)</li> <li>3. Clear roles &amp; responsibilities, along with role acceptance, commitment and confidence by all individuals operating within the WGHP to maximize individuals' performance within the system</li> <li>4. Establish a high performance team management system with supports the maintenance, attraction and development of a sustained world class performance team</li> <li>5. Deliver monitoring and evaluation processes throughout the system that continuously review current practice and drive evidence based change</li> <li>6. Define robust and transparent selection policies for National Teams and membership of the High Performance Squads</li> </ol>
<p><b>2 Leadership &amp; Coaching</b></p> <p><i>World class leadership, management and coaching by our key stakeholders to drive an innovative and inspirational high performance culture</i></p>	<ol style="list-style-type: none"> <li>1. Prioritise leadership excellence by all key Wales Golf stakeholders that influence and impact the WGHP, from Board to CEO to Director of Performance to High Performance Team to players</li> <li>2. Prioritise the development of a collaborative high performance coaching structure and pathway, including the establishment of a Head of Coaching role, that supports the development of coaches at all levels</li> <li>3. Promote inspirational leadership, management &amp; coaching skills by the Wales Golf High Performance Team and establish individualised Continuous Professional Development plans to ensure the performance team is 'cutting edge'</li> <li>4. Create and sustain high performance communication systems (internal &amp; external) at all levels, to ensure clear and consistent messaging about Wales Golf High Performance, true collaboration and integration by the High Performance Team and ensure players have clarity of their high performance plan and expectations at all times</li> </ol>
<p><b>3 Player Development Pathways</b></p> <p><i>Evolve the high performance player development system and pathway so it can deliver quality golfers that produce results at world level</i></p>	<ol style="list-style-type: none"> <li>1. Create a Talent Identification and Development (TID) structure which includes criteria for WGHP Squads and provides a mechanism for collaboration between the Wales Golf High Performance and Development departments to identify emerging talent</li> <li>2. Build even greater collaboration and integration with our knowledgeable and energetic Development team in order to promote cohesion within Wales Golf and create a seamless player development pathway</li> <li>3. Clarify, define and communicate the role of counties &amp; clubs, their PGA professionals and Wales Golf Development Coaches, in order to create an aligned approach that maximises resources and gets the best out of young players in the country</li> <li>4. Support a world class Competition Management Process which offer international competition opportunities at all ages while encouraging players to manage tournament schedules which optimise performance and long term progression</li> </ol>

## 4 Support Services

*Deliver world leading high performance support services that provide individualised solutions for our coaches and players*

1. Create, challenge and influence player performance through providing world leading performance knowledge, experience and support
2. Continue to retain, develop and attract great people who support an integrated, innovative and inspirational high performance eco system
3. Build on our current high performance support service such as the provision of 3D Biomechanical support and Equipment Fitting to enhance individual player performance as shown in scan
4. Provide a world class physical support programme, designed by a lead S&C coach, delivered by regional S&C coaches and supported by local S&C coaches at local facilities
5. Provide a world class mindset support programme, with increased mindset coach attendance at tournaments, interventions based on the individual's needs, and the creation of mental health support policies, overseen by a lead Mindset coach
6. Grow the range of high performance services available to include
  - A database of WGHP recommended physical/health professionals which players can access independently
  - Appointment of a WGHP doctor (honorary role)
  - Design and implementation of a parent education program to support parents as they guide their child on the high performance journey

## 5 Facilities

*Build partnerships/collaborate with providers in Wales that can create a network of world class facilities which support high performance training standards*

1. Maintain and develop the facilities and resource relationship with Cardiff Metropolitan University
2. Establish a dedicated Task Force to create Short-Medium-Long term plans
3. Build on current relationships to formalise links with the best courses in Wales and agreements for access to the best local practice and S&C facilities
4. Develop relationships with schools and universities to collaborate on the design and delivery of player's individual performance plans
5. Inspire the development of a long term plan to create a National Centre of Excellence which brings to life the vision, mission and philosophy of Wales Golf High Performance

The above strategic pillars and associated key goals outline our intended actions over the coming years.

While these are specific to WGHP, we are committed to connecting these with the appropriate strategic objectives and goals of Sport Wales, the R&A Women in Golf Charter and the Wales Golf Strategic Plan, namely strategic pillar 6 "Winning Golfers".

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golfers to win on the world stage



Er mwyn ysbrydoli golffwyr amatur  
Cymru i ennill ar lwyfan y byd

Supported by

*sportwales  
chwaraeon cymru*

**R&A**

**WALESGOLF.ORG**



Wales Golf, Catsash, Newport NP18 1JQ

office@walesgolf.org 01633 436040

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