



# Everyone's Game

Our strategic drive for golf in Wales  
2023-2028



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# Our Strategy

2023-2028



EVERYONE'S GAME,  
ANYWHERE.



## Welcome

Everyone's Game is our five-year strategy, and a further step in the development and modernisation of golf in Wales.

Thanks to this high-level plan, we aspire to take Wales Golf and the game forward with bold leadership and clarity, building on the progress of the past five years.

This strategy represents an exciting chapter for golf in Wales. Our conviction is that its implementation will further strengthen the relationship between Wales Golf and its stakeholders enabling players, clubs, counties, coaches, volunteers and partners to work collaboratively for the good of the game.

We look forward to working together with you to deliver our vision for golf in Wales – Everyone's Game: for fun, for sport, for life.

Hannah McAllister – CEO



## A snapshot of Golf in Wales

### The Headline Figures

**88,000**

Golfers in Wales.



**53,682**

Club members.



**470,764**

Competitive rounds played in 2022.



### About Wales Golf

**17**

Staff.



**142**

Member clubs.



**43**

Players in High Performance Programmes.



**35**

Tournaments run across the calendar year.



**55**

Clubs ran New2Golf Schemes in 2022.



**150**

Wales Golf Volunteers.



**31,600**

Players registered on Wales Golf portal.



**22,861**

App users.



**17,715**

Followers on social media.



### Experience

**9.1/10**

Golf Club satisfaction with Wales Golf.



**7.9/10**

Player satisfaction with their overall experience of golf.



**80%**

Of survey respondents identified keeping fit as a top 3 benefit of playing golf.



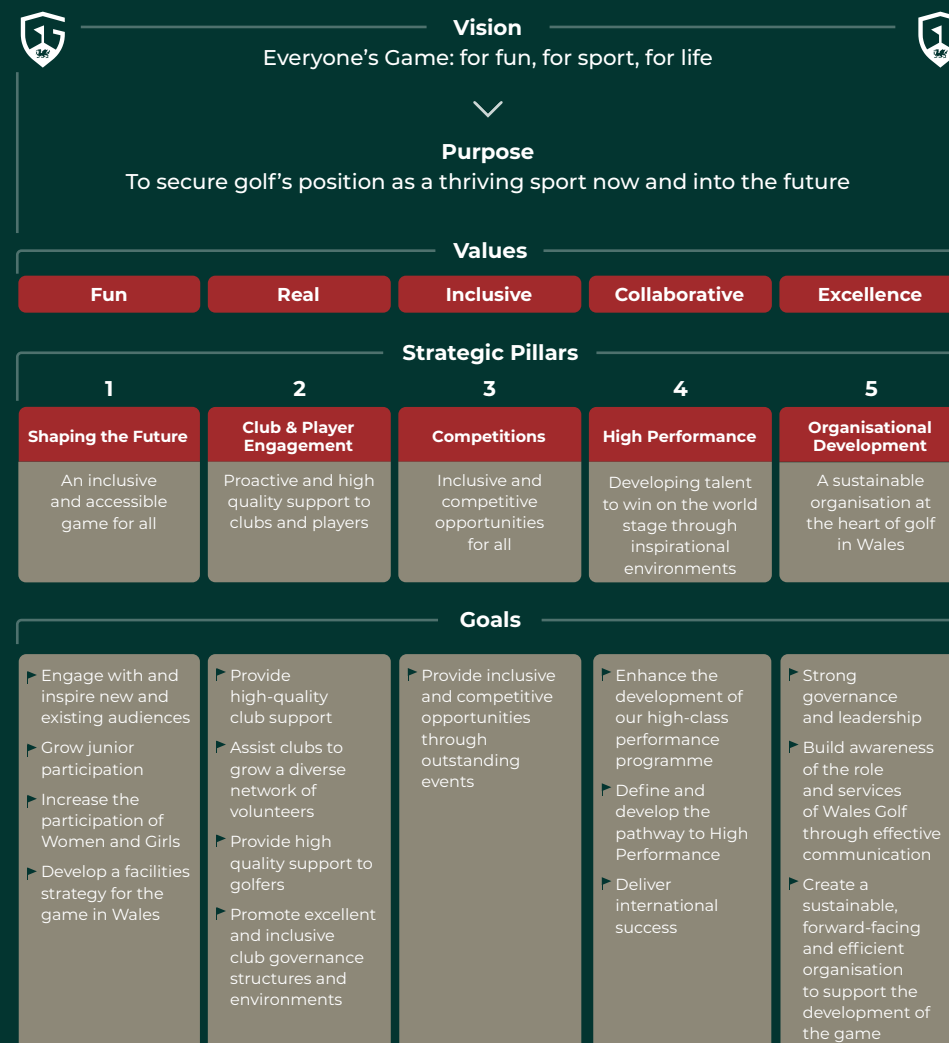
**61%**

Of survey respondents identified 'the social aspect – self confidence, self-esteem, making friends, meeting people' as a top 3 benefit of playing golf.



## Our Strategic Framework

Our strategic framework defines and clarifies our strategic pillars that support our long-term vision for the future. It sets out our ways of working, and will act as our roadmap when navigating daily challenges and will help to inform our decision-making.





# Our Vision, Purpose and Values

## Our Vision

### Everyone's Game: for fun, for sport, for life.

Golf is a sport that brings people and communities together. Loved and enjoyed by everyone of all ages and backgrounds.

A game with recognised health and well-being benefits, enriching and transforming lives for the better.

Golf is everyone's game. For fun, for sport, for life.

## Our Purpose

### To secure golf's position as a thriving sport now and into the future.

Established to lead the game of golf in Wales, we are responsible for the continuous development of the game.

Our role is to respect the sport's traditions and history whilst inspiring people and communities through the creation of inclusive and accessible environments for everyone.

We aim to work with members and partners at all levels to secure golf's position as a thriving sport to be enjoyed by everyone, now and into the future.

## Our Values

### Fun • Real • Inclusive • Collaborative • Excellence

At Wales Golf, we have always been committed to a set of core values: they define who we are, how we run our organisation and the game in Wales. We live these values daily and they guide all our decisions, big and small. These decisions shape and define the Wales Golf brand: one that all our members, partners and participants will grow to trust and respect.

### Fun

Enjoyment while striving for success



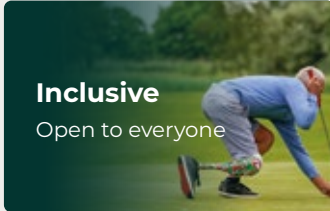
### Real

Open, honest and with integrity



### Inclusive

Open to everyone



### Collaborative

Achieve more, together



### Excellence

Be the best you can be, always



# Our Pillars, Goals, Actions and Outcomes





# 1. Shaping the Future



An inclusive and accessible game for all.

**Goal:** Engage with and inspire new and existing audiences

## Key actions

- ▶ Develop programmes and initiatives for all audiences including new and under-represented groups.
- ▶ Encourage the adoption of non-traditional and shorter formats of the game.
- ▶ Highlight the health and family benefits of golf to new and existing audiences.
- ▶ Make more of opportunities linked to high-profile golf events in Wales, both professional and amateur.
- ▶ Engage with golfers who are not club members through the Flexi Club scheme.
- ▶ Make the game more accessible for people with disabilities or health-limiting conditions.



## Planned outcomes

- ▶ Sustain overall participation levels.
- ▶ Increase the number of rounds of golf played (competition and general play).
- ▶ Significant growth in Flexi Club membership.
- ▶ Increase the percentage representation from ethnically diverse communities playing the game.
- ▶ Increase the percentage representation of people with disabilities or health-limiting conditions playing the game.



## Goal: Grow junior participation

### Key actions

- ▶ Collaborate with schools, community networks, and public sector bodies to open up golf opportunities for children and young people.
- ▶ Recruit and train Community Golf Instructors.
- ▶ Develop and promote a quality-assured junior programme and pathway.
- ▶ Support more clubs to set up thriving junior programmes.
- ▶ Establish a Youth Panel to get new insights and help to engage with young people.

### Planned outcomes

- ▶ Clear and accessible junior pathway for children and young people.
- ▶ Increased club and community links.
- ▶ Larger and more diverse network of trained instructors.
- ▶ Increase in junior club participation and membership.
- ▶ Increase in the number of rounds played by junior golfers (competition and general play).
- ▶ Increase in the number of junior players with a golf handicap.
- ▶ Increase in the number of junior players participating in Wales Golf and county events.
- ▶ An active Youth Panel contributing to the future of the game.



## Goal: Increase the participation of Women and Girls

### Key actions

- ▶ Improve our recruitment and retention programmes for women and girls.
- ▶ Work with clubs and facilities to create inclusive environments for women and girls.
- ▶ Make golf more appealing to women and girls through marketing and partnership work.
- ▶ Maximise the impact of the Women in Golf Charter.
- ▶ Promote and support women in leadership positions within clubs.

### Planned outcomes

- ▶ Increase in customer satisfaction with Wales Golf's recruitment and retention programmes.
- ▶ Increase the number of women and girls who are club members, Flexi Club members or participants.
- ▶ Increase in the number of rounds of golf played by women and girls (competition and general play).
- ▶ Increase in the number of clubs that commit to and initiate the Women in Golf Charter.
- ▶ Increase the percentage of women in leadership positions within clubs.

## Goal: Develop a facilities strategy for the game in Wales



### Key actions

- ▶ Carry out a countrywide review to identify what facilities are needed to support all aspects of the game from community provision to High Performance.

### Planned outcomes

- ▶ Develop and deliver a facilities strategy.
- ▶ Maintain our ability to assist clubs to gain external investment for facilities.
- ▶ Increase in accessible and fit-for-purpose facilities.

## 2. Club and Player Engagement



Proactive and high-quality support for clubs and players.

### Goal: Provide high-quality club support

#### Key actions

- ▶ Support clubs to recruit and retain members.
- ▶ Assist clubs to access grants and funding.
- ▶ Provide high-quality education and support services based on the individual needs of each club.
- ▶ Launch an online resource and education platform.
- ▶ Manage the World Handicap System (WHS) and provide appropriate support to clubs.
- ▶ Implement systems and technologies to improve Wales Golf's services for clubs.

#### Planned outcomes

- ▶ Retain recent strong gains in overall club membership with plans in place for further long-term growth.
- ▶ Grow the number of clubs supported in making grant and funding applications.
- ▶ Deliver a bi-annual club survey.
- ▶ Maintain high levels of club satisfaction in Wales Golf services.
- ▶ Widespread adoption of an online resource hub and education platform.
- ▶ Increase in clubs using the club health checker tool.
- ▶ Club staff regularly engaged in relevant Continuing Professional Development (CPD).

### Goal: Assist clubs to grow a diverse network of volunteers

#### Key actions

- ▶ Work with clubs to help them to recruit and retain more volunteers and develop targeted approaches for the recruitment of younger and more diverse volunteers.
- ▶ Create opportunities for education and training for club volunteers.
- ▶ Launch and support an Annual Volunteer Award.

#### Planned outcomes

- ▶ Larger and more diverse network of trained club volunteers and instructors.
- ▶ Development of online and in-person training and education resources.
- ▶ Provide an opportunity for clubs to recognise the work of their volunteers.





## Goal: Provide high quality support to golfers

### Key actions

- ▶ Review the customer charter and ensure a high level of service to golfers.
- ▶ Provide effective and efficient support to players through the adoption of technology.
- ▶ Provide educational resources for golfers.

### Planned outcomes

- ▶ Higher player satisfaction when interacting with Wales Golf.
- ▶ Easily available information to help answer golfers' questions.
- ▶ Quicker response to golfers' queries.

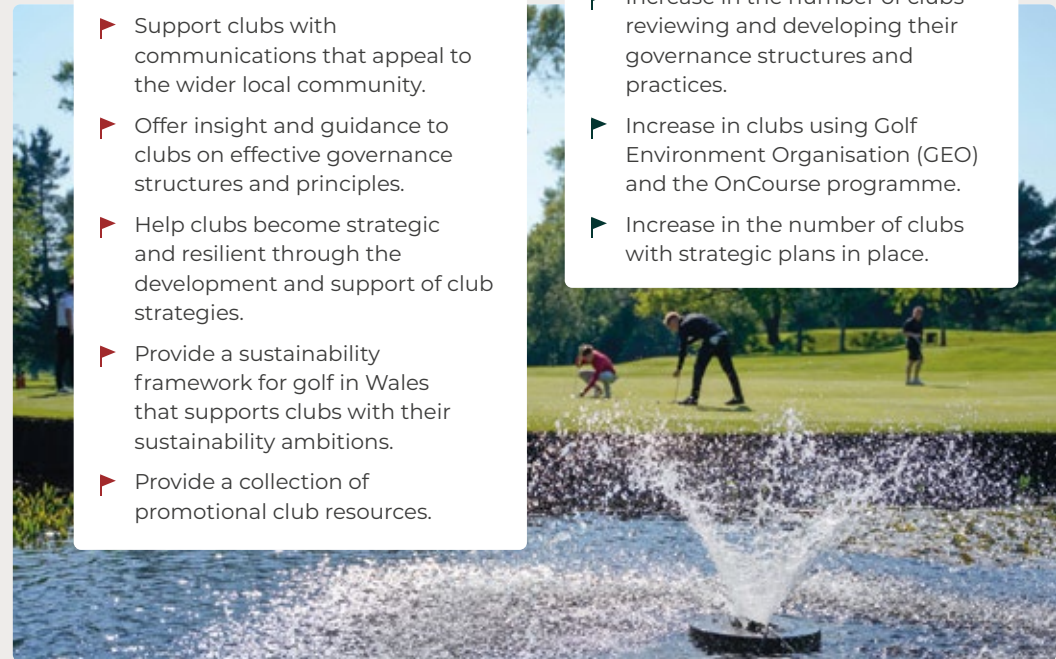
## Goal: Promote excellent and inclusive club governance structures and environments

### Key actions

- ▶ Help clubs create vibrant and welcoming environments that are representative and inclusive of the whole community.
- ▶ Support clubs with communications that appeal to the wider local community.
- ▶ Offer insight and guidance to clubs on effective governance structures and principles.
- ▶ Help clubs become strategic and resilient through the development and support of club strategies.
- ▶ Provide a sustainability framework for golf in Wales that supports clubs with their sustainability ambitions.
- ▶ Provide a collection of promotional club resources.

### Planned outcomes

- ▶ Examples of golf clubs being an integral and visible part of the communities they serve.
- ▶ Increase in the number of clubs reviewing and developing their governance structures and practices.
- ▶ Increase in clubs using Golf Environment Organisation (GEO) and the OnCourse programme.
- ▶ Increase in the number of clubs with strategic plans in place.





# 3. Competitions



Inclusive and competitive opportunities for all.

## Goal: Provide inclusive and competitive opportunities through outstanding events

### Key actions

- ▶ Review the competition schedule so that it continues to be inclusive for players of all ages and backgrounds.
- ▶ Use insights to adapt our offer and make our club-level competitions appealing to Welsh clubs and members.
- ▶ Raise the profile of Wales Golf competitions through appropriate promotion.
- ▶ Deliver all competitions against their aims and to agreed operating standards to create lasting positive experiences.
- ▶ Implement a structured and sustainable approach to volunteer recruitment and training to enrich our competitions.
- ▶ Engage with clubs and counties running regional events.

### Planned outcomes

- ▶ Inclusive events supported by Wales Golf in the long term.
- ▶ Achieve strong entry numbers across all competitions.
- ▶ Increase in participation from Welsh clubs and club members.
- ▶ Attract high-quality UK and international amateur players to elite level championships to showcase golf in Wales.
- ▶ Achieve high player satisfaction ratings.
- ▶ A well-trained and highly-motivated team of championship volunteers across Wales.
- ▶ Increase in female volunteers involved with Wales Golf competitions.
- ▶ A well-coordinated and publicised competition schedule across Wales.

| Wales Golf |                |       |      | Wales Golf |                |       |      | Wales Golf |                |       |      | Wales Golf |                |       |      | Wales Golf |                |       |      | Wales Golf |                |       |      |   |
|------------|----------------|-------|------|------------|----------------|-------|------|------------|----------------|-------|------|------------|----------------|-------|------|------------|----------------|-------|------|------------|----------------|-------|------|---|
| CC         | PLAYER         | SCORE | DIFF | CC         | PLAYER         | SCORE | DIFF | CC         | PLAYER         | SCORE | DIFF | CC         | PLAYER         | SCORE | DIFF | CC         | PLAYER         | SCORE | DIFF | CC         | PLAYER         | SCORE | DIFF |   |
| 1          | A. PHILLIPS    | 62    | -5   | 1          | A. PHILLIPS    | 62    | -5   | 1          | A. PHILLIPS    | 62    | -5   | 1          | A. PHILLIPS    | 62    | -5   | 1          | A. PHILLIPS    | 62    | -5   | 1          | A. PHILLIPS    | 62    | -5   | 1 |
| 2          | F. XANH DAVINA | 63    | -4   | 2          | F. XANH DAVINA | 63    | -4   | 2          | F. XANH DAVINA | 63    | -4   | 2          | F. XANH DAVINA | 63    | -4   | 2          | F. XANH DAVINA | 63    | -4   | 2          | F. XANH DAVINA | 63    | -4   | 2 |
| 3          | F. MCLEAN      | 63    | -4   | 3          | F. MCLEAN      | 63    | -4   | 3          | F. MCLEAN      | 63    | -4   | 3          | F. MCLEAN      | 63    | -4   | 3          | F. MCLEAN      | 63    | -4   | 3          | F. MCLEAN      | 63    | -4   | 3 |
| 4          | F. PARLBY      | 64    | -3   | 4          | F. PARLBY      | 64    | -3   | 4          | F. PARLBY      | 64    | -3   | 4          | F. PARLBY      | 64    | -3   | 4          | F. PARLBY      | 64    | -3   | 4          | F. PARLBY      | 64    | -3   | 4 |
| 5          | F. BOWEN       | 64    | -3   | 5          | F. BOWEN       | 64    | -3   | 5          | F. BOWEN       | 64    | -3   | 5          | F. BOWEN       | 64    | -3   | 5          | F. BOWEN       | 64    | -3   | 5          | F. BOWEN       | 64    | -3   | 5 |
| 6          | F. BRIDGER     | 65    | -2   | 6          | F. BRIDGER     | 65    | -2   | 6          | F. BRIDGER     | 65    | -2   | 6          | F. BRIDGER     | 65    | -2   | 6          | F. BRIDGER     | 65    | -2   | 6          | F. BRIDGER     | 65    | -2   | 6 |
| 7          | F. WALTERS     | 66    | -1   | 7          | F. WALTERS     | 66    | -1   | 7          | F. WALTERS     | 66    | -1   | 7          | F. WALTERS     | 66    | -1   | 7          | F. WALTERS     | 66    | -1   | 7          | F. WALTERS     | 66    | -1   | 7 |





## 4. High Performance



Developing talent to win on the world stage through inspirational environments.

**Goal:** Enhance the development of our high-class performance programme

### Key actions

- ▶ Continuously review and progress the High Performance programme to deliver on performance priority areas.
- ▶ Improve standards and experiences through supporting the delivery of clear High Performance plans for individuals.
- ▶ Enhance contact and collaboration within the High Performance team to optimise player progression.
- ▶ Use technology and an evidence-based approach to improve efficiency and decision-making.
- ▶ Maintain and enhance an integrated, innovative and inspirational High Performance culture.
- ▶ Design and deliver a performance management process that attracts and retains an excellent High Performance team.
- ▶ Enhance relationships with clubs and other facilities to maximise opportunities for players to access and practice the game locally.
- ▶ Deliver on our key responsibilities, including UK Anti-Doping (UKAD) and safeguarding.

### Planned outcomes

- ▶ Defined objectives and learning outcomes of the High Performance Programme.
- ▶ Enhanced player performance plans.
- ▶ Accelerated learning opportunities for proactive stakeholders.
- ▶ Defined processes to support consistent behaviours by players and the High Performance team.
- ▶ Compliance with required policies and regulations.





## High Performance

## Goal: Define and develop the pathway to High Performance

### Key actions

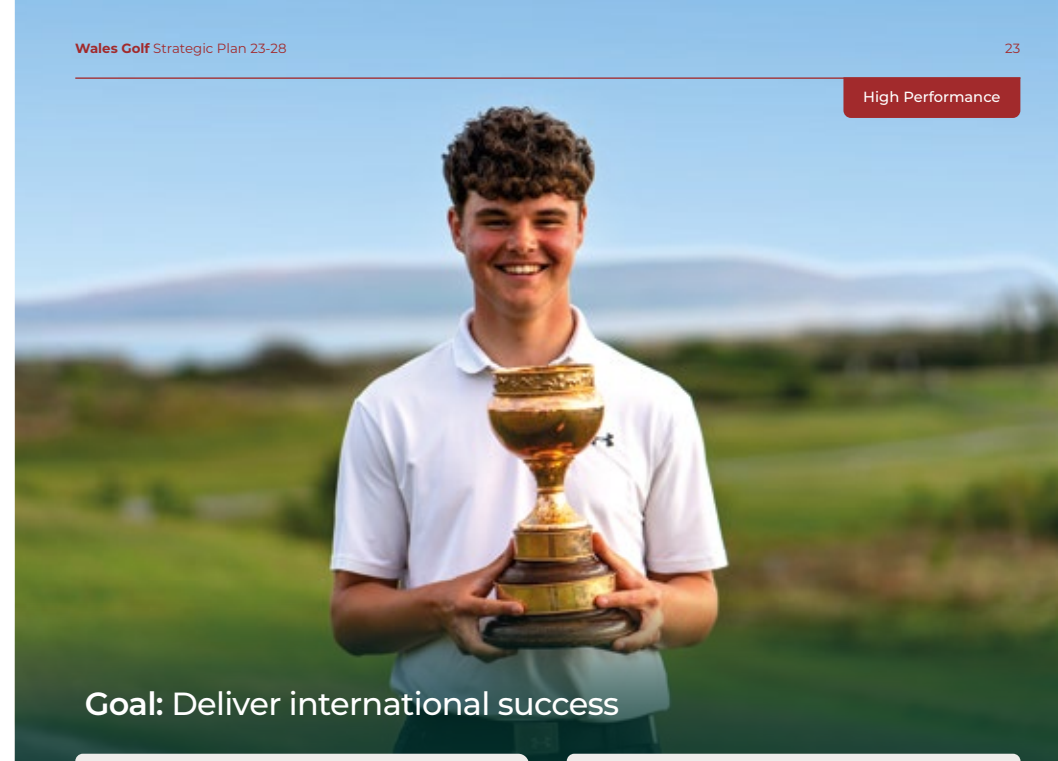
- ▶ Collaborate with other departments to shape initiatives and maximise resources aligned to the development of future talent.
- ▶ Engage with clubs and counties to inform coaching, competition and team structures.
- ▶ Clarify and define the purpose and objectives of all components of the pathway.
- ▶ Develop and deliver an engaging coach education programme with an emphasis on experience, inclusion and progression to high-performance level coaching.

### Planned outcomes

- ▶ A clearly defined player pathway communicated to players and their support networks.
- ▶ Increased engagement with clubs and counties recognising and reinforcing their role in the player pathway.
- ▶ Increase in awareness of the pathway, and progression standards by players and their support networks.
- ▶ Increase in the number of performance-based coaches across Wales.



## High Performance



## Goal: Deliver international success

### Key actions

- ▶ Seek and offer appropriate international competition opportunities.
- ▶ Enhance players' ability to manage tournament schedules that align to long-term progression.
- ▶ Prioritise resources towards targeted event outcomes.
- ▶ Deliver a consistent and structured approach that strengthens the ability of national teams to perform well at major international events.
- ▶ Continuously review and refine selection policies to ensure they are fit-for-purpose.
- ▶ Implement a structured and sustainable approach to volunteer recruitment and training.

### Planned outcomes

- ▶ Top 8 at European Team Championships and Top 16 at World Amateur Team Championships.
- ▶ Win at major international individual events.
- ▶ Improvement in the World Amateur Golf Ranking (WAGR) of Welsh players.
- ▶ A consistent approach to international team events.
- ▶ Knowledgeable and enthusiastic volunteers to support coaches at international events.



## 5. Organisational Development



A sustainable organisation at the heart of golf in Wales.

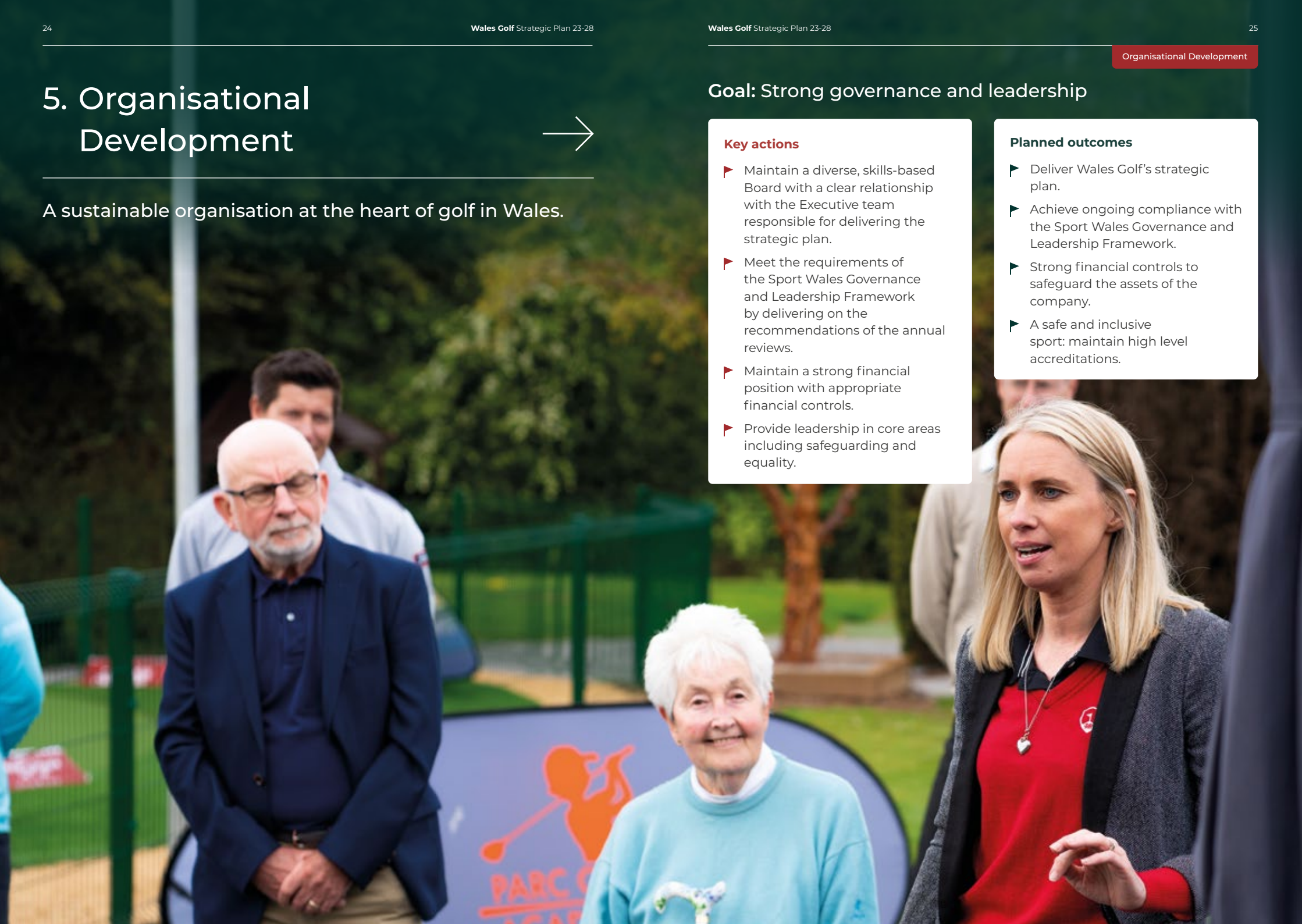
### Goal: Strong governance and leadership

#### Key actions

- ▶ Maintain a diverse, skills-based Board with a clear relationship with the Executive team responsible for delivering the strategic plan.
- ▶ Meet the requirements of the Sport Wales Governance and Leadership Framework by delivering on the recommendations of the annual reviews.
- ▶ Maintain a strong financial position with appropriate financial controls.
- ▶ Provide leadership in core areas including safeguarding and equality.

#### Planned outcomes

- ▶ Deliver Wales Golf's strategic plan.
- ▶ Achieve ongoing compliance with the Sport Wales Governance and Leadership Framework.
- ▶ Strong financial controls to safeguard the assets of the company.
- ▶ A safe and inclusive sport: maintain high level accreditations.





## Goal: Build awareness of the role and services of Wales Golf through effective communication

### Key actions

- ▶ Review the approach required to ensure effective communication.
- ▶ Develop and implement a communications plan to engage all stakeholders.
- ▶ Develop a clear approach to public affairs that supports the game.

### Planned outcomes

- ▶ Deliver consistent and appropriate information for golf clubs.
- ▶ Increase in player awareness about Wales Golf's strategy and role.
- ▶ Increase in player engagement with Wales Golf through social media channels and its website.
- ▶ Increase the number of players registering on the Wales Golf Portal, downloading the App and receiving communications.
- ▶ Strengthen the profile and reputation of the organisation and the sport with policy makers.

## Goal: Create a sustainable, forward-facing and efficient organisation to support the development of the game

### Key actions

- ▶ Maintain and build strong relationships with key industry partners.
- ▶ Reinvest in the game in Wales by maximising funding potential and securing a broader range of income streams for Wales Golf.
- ▶ Create more efficient services by investing in systems and technology.
- ▶ Implement annual operating plans for every department to help deliver the strategy.
- ▶ Review and, where required, update services so they remain relevant and meet the needs of stakeholders.
- ▶ Provide staff with appropriate training and development opportunities and support their well-being.
- ▶ Raise awareness of Wales Golf's values and embed them throughout the organisation.
- ▶ Collaborate with stakeholders to develop a sustainability action plan with measurable results.
- ▶ Broaden the use of the Welsh language in Wales Golf's activities.

### Planned outcomes

- ▶ Greater resilience in Wales Golf's income streams.
- ▶ A focus on activities which directly contribute to the objectives of the strategic plan.
- ▶ A motivated and high-performing staff team with good role satisfaction and staff retention rates.
- ▶ Wide recognition from stakeholders of Wales Golf's values.
- ▶ Achieve measurable sustainability improvements.
- ▶ A measurable increase in the use of the Welsh language by Wales Golf.





# Tracking our Progress and Impact

Working against five key areas, we will monitor and evaluate the impact of our projects and initiatives with quantitative and qualitative measurements. The following provides an idea of these indicators.

## Shaping the future

- ▶ The number of club members: overall, junior and female.
- ▶ Overall participation measured by the National Survey for Wales and the Sport Wales School Sport Survey.

## Club and Player Engagement

- ▶ Player satisfaction score for engagement with Wales Golf.
- ▶ Club satisfaction score for engagement with Wales Golf.
- ▶ Engagement and following across different platforms.

## Competitions

- ▶ Number of players entering competitions.
- ▶ Player satisfaction score.

## High Performance

- ▶ Team performance at European and World Amateur Team Championships.
- ▶ World Amateur Golf Ranking (WAGR) of the top Welsh male and female players.
- ▶ Individual performances at major international competitions.
- ▶ Player satisfaction with the High Performance Programme.

## Organisational Development

- ▶ Performance against the Governance and Leadership Framework for Wales.
- ▶ Financial resilience measured by the spread of revenues and balance sheet strength.
- ▶ Annual staff satisfaction.

# Our Approach and Ways of Working

## Our approach

Reaching out to all strands of the game, we will work together to shape the future of golf in Wales. Only by working as a team with our partners and stakeholders will we reach our vision for golf in Wales.

**01 Review** policy agendas, past research and lessons from the last strategic cycle, and consider the potential and appetite for new technologies and formats to grow the game.



**02 Engage** with individuals, groups and organisations both involved and not yet involved with the game through surveys, interviews, focus groups and conversation.



**03 Shape** and facilitate follow-up meetings and discussion to test thinking and feedback.



**04 Execute** the strategy by developing and delivering our annual action plan.



**05 Learn** from experience by tracking the progress of our actions.



# Sustainable Ways of Working

As we work towards bringing our vision to life, our aspiration is to create a sustainable game that future generations enjoy. Our approach must evolve to embed sustainability across all areas of our work.

Integrating the Well-being of Future Generations' goals and ways of working in the delivery of our strategy, we will consider environmental, cultural, social and economic factors throughout. A proactive, collaborative approach will encourage positive action taken for the good of all.

We will continuously consider the long-term impact of our decisions and improve how we work with people, communities and partners. We will encourage the entire golfing ecosystem to think and act in a sustainable way as we work to ensure golf is Everyone's Game: for fun, for sport, for life.



[walesgolf.org](http://walesgolf.org)



