



**WALES
GOLF**

STRATEGIC PLAN

2018 - 2022

VISION

Everyone's Game. Anywhere.

OUR PURPOSE STATEMENT

**To create and support an environment
in Wales where golf is safe
and accessible for everyone
to participate, enjoy and progress.**

OUR VALUES

REAL

We are approachable, supportive and operate with transparency and integrity.

INNOVATIVE

We are ambitious and open minded in finding new ways of achieving our goals.

PEOPLE CENTRED

We place people at the heart of all that we do. We are fair, honest and inclusive; connecting with all corners of our community.

EXCELLENCE

We always strive to be the best we can be.
We aim to add value by providing a great service.

OUR ENVIRONMENT

The environment we create and support also makes a measurable impact on the health and wellbeing of the nation. We will:



Work with partners to maximise our influence and impact.



Embrace technology to connect our clubs with new and existing consumers.



Make golf inclusive and accessible for all.



Place economic, social and environmental sustainability at the core of all that we do.



Practice outstanding governance and operational excellence in everything we do.

STRATEGIC PILLARS

1. MORE GOLFERS



4. OUTSTANDING EVENTS



2. STRONGER CLUBS



5. GREAT PEOPLE



3. A RELATIONSHIP WITH EVERY GOLFER



6. WINNING GOLFERS





1. MORE GOLFERS

- 250,000 people introduced to the game
- 5% increase in overall participation
- 20% increase in female participation
- 20% increase of girls in coaching
- 10,000 New2Golf members



2. STRONGER CLUBS

- 50 strong, accessible clubs achieving gold standard
- 50 clubs achieving Junior Accreditation
- 55% to convert to membership from beginner coaching schemes
- 50% of clubs to increase their total membership
- 10% increase in female membership



3. A RELATIONSHIP WITH EVERY GOLFER

- Engage with and add value to individual golfers
- Communicate directly with 80,000 golfers



4. OUTSTANDING EVENTS

- Offer a broad range of championships in support of Golf for All
- Increase the engagement of clubs and their members
- Contribute to the standing of Welsh Golf through the effective running of events



5. GREAT PEOPLE

- Demonstrate Excellent Governance
- Promote Equality and Diversity throughout golf in Wales
- Develop workforce plans for our staff and volunteers
- Identify recruitment and development needs



6. WINNING GOLFERS

- 8 Welsh winners of major international amateur events
- Top 10 finish in World Amateur Team Championships
- Top 3 finish in European Team Championships
- 10 Welsh players representing GB&I
- 5 players in top 100 of World Amateur Golf Rankings

HOW WILL WE ACHIEVE THESE GOALS

We will set annual objectives aligned to these long-term goals and monitor our progress against these goals via an annual scorecard. The Management Team will report to the Board on a quarterly basis and action plans and budgets will be aligned to the annual scorecard.



1. MORE GOLFERS

Goals

- 250,000 people introduced to the game
- 5% increase in overall participation
- 20% Increase in female participation
- 20% Increase of girls in coaching
- 10,000 New2Golf members

We will achieve these goals by:

- Supporting more clubs, facilities and inclusive networks in delivering community outreach events to all corners of the community with clear exit routes.
- Taking positive action to make golf accessible to minority groups.
- Developing marketing campaigns to attract new people to the sport.
- Supporting the delivery of New2Golf beginner coaching schemes targeting females, families and links to health.
- Developing a series of 'Girls Golf Coaching Hubs'.
- Utilising modified versions of the sport and encouraging and supporting shorter formats.



2. STRONGER CLUBS

Goals

- 50 strong, accessible clubs achieving gold standard
- 50 clubs achieving Junior Accreditation
- 55% to convert to membership from beginner coaching schemes
- 50% of clubs to increase their total membership
- 10% increase women and girls membership

We will achieve these goals by:

- Engaging with all clubs and offering our service.
- Providing a business health check through the strong club matrix and use to measure progress.
- Providing clubs with a Business Support service and based around their needs in 9 key areas including Governance.
- Providing resources and seminars for club officials.
- Supporting Club Managers to follow an education programme.
- Delivering a Junior Golf Accreditation scheme.
- Delivering support services for clubs to achieve Insport Club Accreditation.
- Investing development grants in worthy projects.



3. A RELATIONSHIP WITH EVERY GOLFER

Goals

- Engage with and add value to individual golfers
- Communicate directly with 80,000 golfers

We will achieve these goals by:

- Establishing suitable partners to develop a golfer registration scheme.
- Establishing a communications plan.
- Managing a Golfer Customer Relationship Management (CRM) tool.
- Monitoring customer feedback via a club tracking tool.



4. OUTSTANDING EVENTS

Goals

- Offer a broad range of championships in support of Golf for All
- Increase the engagement of clubs and their members
- Contribute to the standing of Wales Golf through the effective running of events

We will achieve these goals by:

- Delivering events that align with the Wales Golf Strategy.
- Increasing the satisfaction ratings of players competing at Wales Golf championships.
- Defining the standards to which each event will be delivered and meeting those standards.
- Marketing each event to achieve full fields with a particular focus on female events.
- Utilising National Championships as a shop window and a commercial opportunity.
- Enhancing the development of championship volunteers at regional and national levels through training and incentives.
- Promoting the utilisation of the Modified Rules of Golf for Golfers with a Disability.



5. GREAT PEOPLE

Goals

- **Demonstrate Excellent Governance**
- **Promote Equality and Diversity throughout golf in Wales**
- **Develop workforce plans for our staff and volunteers**
- **Identify recruitment and development needs**

We will achieve these goals by:

- Fully Adopting the Governance and Leadership Framework for Wales.
- Successfully completing the Advanced Level of the Equality Standards.
- Successfully completing the Disability Sport Wales Insport Gold Standard.
- Maintaining Level 3 of the Safeguarding Standards.
- Conducting an audit of our workforce, including Course Raters, Coaches, Officials and Club Officials.
- Establishing template role descriptors for each key workforce role.
- Establishing a workforce development plan, based on the needs identified in the audit.



6. WINNING GOLFERS

Goals

- **8 Welsh winners of major international amateur events**
- **Top 10 finish in World Amateur Team Championships**
- **Top 3 finish in European Team Championships**
- **10 players representing GB&I**
- **5 players in the top 100 of World Amateur Team Championships**

We will achieve these goals by:

- Providing player's competing at major individual amateur events with appropriate coach support.
- Preparing Welsh teams competing at World and European Championships to the highest standards.
- Providing opportunities for developing players to compete in international events and gain vital experience.
- Informing young and developing players and their parents/guardians of what is required to become a winning golfer on the international stage.
- Increasing professional development opportunities for our coaching team.
- Facilitating collaboration between our coaches and the player's personal coaching team to ensure a player centred approach to their development and progression.



WELSH GOVERNMENT

The outcomes established in this plan align to the Well-Being of Future Generations (Wales) Act 2015.

By delivering on each of our strategic pillars, we will make a significant contribution to the social, economic, environmental and cultural well-being of Wales.

GOLFERS

Golfers represent our most important stakeholder. Without golfers, there would be no courses, no clubs and no sport. As a result of this plan, golfers will be able to find a golfing experience that meets their needs, whether that is representing their country in international competition or playing a few holes with friends every now and then. They will endure a truly great experience and tell their friends and family about the numerous benefits that playing golf can bring.

WHAT DOES THIS STRATEGY MEAN FOR GOLF IN WALES AND ITS STAKEHOLDERS?

GOLF CLUBS

Clubs lie at the heart of this plan. By embracing the support services that we offer, clubs and facilities will grow the sport by attracting people from every corner of Welsh society and will retain them by giving their customers what they want. Clubs will recognise that membership is not for everyone and the variety of clubs in Wales will combine to offer a range of products and services that meets the need of every market segment.

OUR PARTNERS

Wales Golf does not have the capacity to deliver this plan by working alone. By growing existing partnerships and establishing relevant new ones, we will achieve our goals and our partners will share in the success that this brings.



**CYMRU
GOLFF**  **WALES
GOLF**

WALESGOLF.ORG



Wales Golf, Catsash, Newport NP18 1JQ
office@walesgolf.org 01633 436040