

CHAIRMAN'S ANNUAL REPORT 2009

Introduction

I am very pleased to present to you the third Annual Report of the Golf Union of Wales. During 2009 the Union continued to consolidate its activities and build on our excellent achievements since 2007. In spite of the difficult economic situation that prevailed during 2009 we have performed well against our business plan. A fundamental ethos of the Golf Union of Wales is that of working for the benefit of all clubs and golfers in Wales. We are proud that we can offer such a wide range of activities to deliver these benefits.



GUV Chairman Louise Fleet

Our achievements in 2009 include:

- Success in the Ladies' Home Internationals for the second year running
- Continuing to provide a successful programme of golfing events for all golfers
- Hosting a highly acclaimed European Team Championship at Conwy Golf Club
- Hosting informative seminars for clubs covering marketing and membership issues
- Producing a comprehensive report from our club survey which will help clubs to benchmark themselves
- Identifying, through the clubs' survey, the important areas of activity that the Union will focus on to support clubs
- Maintaining our successful associations with our sponsors
- Continuing to work successfully with our partners

GUV Board

I have been delighted to lead a first class team of Board members and I would like to thank my colleagues for their commitment, support and professionalism. The Directors bring to the Board a wide range of experience from their respective professions and their collective skills and experience bring real benefits to the Union as a whole. A brief resume on each Director can be found in Appendix 1.

The Board meets regularly and there is a strong emphasis on ensuring we deliver against our business plan. We took the opportunity during 2009 to review the goals of the Union to make sure they remained relevant both in the short and longer term. They are:

GUV Goals

Governance, Reputation and Impact

- To be recognised as the hub for golf in Wales
- To become a world class golf organisation
- To be an exemplar to other sporting organisations

Elite Golfing Performance

- To win major international competitions
- To nurture and develop our golfing talent to produce more top class players, both at amateur and professional level
- To promote and develop exemplary practice and coaching structures for golfers

Members and Clubs

- To build on best practice within Wales and elsewhere to help create a network of excellent clubs that will contribute to making golf accessible to all
- To increase the number of club members

Financial Standing

- To achieve financial stability by 2012
- To increase annual income by 50% by 2017

In February, both Pam Valentine and Elen Pierce concluded their tenures as Chairmen of the Handicapping and Course Rating Committee and Club Services Committee respectively and therefore stood down from the Board. Pam and Elen have both made invaluable contributions to the Board and to their committees. Pam, as Chairman of the joint merger working party, made an enormous contribution to the successful merger process.



Pam Valentine

Council

I would like to pay tribute to the Council members who work extremely hard and play an important part in the Union's activities. All of them commit so much of their time to golf because as well as their GUW Council role many are very active in their counties and clubs. I thank them all for their great contribution to Welsh golf.

Following our first two elections to Council not all of the elected places were filled because of insufficient nominations. However, in our latest elections, I was very pleased that there was keen interest in the elections with many more candidates in the field, particularly from ladies. As a result vacancies were keenly contested by very able candidates and all places were filled. I hope that interest in becoming a Council member continues.

The role of the Council Member is extremely important both for the smooth running of the Union's activities and also in maintaining the Union's profile with clubs and counties. Through a series of workshops the Council has agreed that the main functions of a Council Member are:

- Assisting in the organising and running of events
- Serving on committees
- Acting as an ambassador
- Promoting the work of the Union
- Engaging in two way communication between the Union and clubs, counties and individuals
- Being equipped with the knowledge to underpin the role
- Helping to deliver good governance

Our President, Ted Lloyd, represented the G UW with distinction at numerous events and club celebrations throughout the year. Dr Phil Dixon who preceded Ted as President continues to represent Wales on the Ladies' Golf Union as the LGU Councillor and our congratulations go to our other LGU Councillor Beryl Davies who, in January took office as Chairman of the LGU at the AGM which was held in Cardiff.



G UW President Ted Lloyd

2009 Financial Results

The reported result in the statutory accounts for the year to 31 December 2009 was a surplus of £45,000, compared to a budgeted deficit of £26,000.

Throughout the year, the staff and board have had a continued focus on controlling expenditure, and this has contributed to the 2009 result being well ahead of budget. In particular, the European Team Championship was delivered at a net cost of £14,000, with provisions for expenditure of £50,000. Some of the costs expected to arise in 2009 have been delayed, which will impact the 2010 result.

Approximately half of all of our income in 2009 came from providers of grants and sponsorship, and we acknowledge their continued support, and the contribution this makes to our ability to invest in the game, and ensure financial stability.

We expect income to fall in 2010, as we have proposed no fee increase, and the trend of falling membership appears likely to continue. 2010 will also see us enter the World Championships, and host the Home Internationals. Our balance sheet remains strong, and this healthy position has enabled us to budget for a significant deficit in 2010.

The Staff

We are fortunate to have such a team of excellent and hard working staff, led by Chief Executive Richard Dixon. They have all done a great job in running the day to day business of the Union and I thank them all for their hard work and commitment. Nigel Edwards, Director of Player Development & Coaching was appointed the Walker Cup Captain for 2010/2011. This is a very worthy and well deserved honour for Nigel and the G UW is very proud of this achievement. We wish him well for the St Andrews Trophy match in 2010 and the Walker Cup in Royal Aberdeen in 2011.



Nigel Edwards

Golf Development Wales (GDW) – Developing the Game in Wales

It has been a busy year for Golf Development Wales. GDW has increased the number of development schemes utilised by clubs, launched a few new exciting resources and increased media interest and communication. As well as this, GDW has been working on a few new exciting projects that will come into fruition in 2010.



The second year of the d³ strategy is now complete. D³ takes account of the inherent personal life-skills within golf and reflects that in developing someone as a golfer, you are also helping to develop them as a person as well as developing the sport in general. There is an increased focus on supporting golf clubs in securing their future and creating new and improved beginner playing facilities.

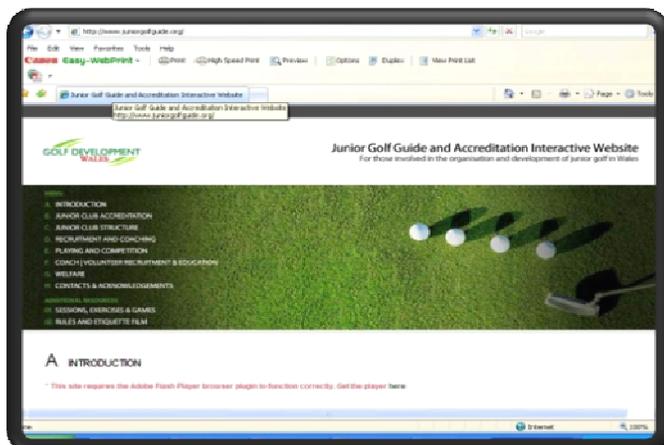
The development schemes fit into 5 main categories: Schools and Community, these are the participation based schemes linked to club membership (Dragon Sport Tri – Golf, 5 x 60 Golf Xtreme, Mass Audience festivals); Club Membership Schemes (Junior Golf Cert, Girls Start Golfing Schemes; Starter Centres and Women Start Golfing Schemes); New Facilities and Co-ordinators (Ryder Cup Legacy Fund, Regional Centres and Local Authority Development Co-ordinators) Coach and Volunteer Education and finally Child Welfare.

The development schemes fit into 5 main categories: Schools and Community, these are the participation based schemes linked to club membership

Within 2009 a pilot of the Family Start Golfing Scheme took place which focused on getting more families active and playing golf together. 10 clubs participated and offered special family packages to encourage the participants into membership. Just under 322 people took part and 188 family members joined clubs as trial members.

A new Welsh Rules and Etiquette DVD teaching resource was also launched, designed to introduce the rules and etiquette to groups of beginners in a fun and interactive way. This was sponsored by SWALEC and each club received 1 free copy.

The club's Junior Guide CD Rom, which is a guide for those involved in the development of Junior Golf in Wales, is now available (pictured left) as a web based tool www.juniorgolfguide.org. This also supports clubs in achieving the various criteria required in our National Junior Club accreditation scheme.



22 clubs have achieved the National Junior Club accreditation scheme – Junior Golf Cert and over 20 are in the process of applying. Golf clubs who achieve the award will receive practice day Ryder Cup tickets to bring a group of adult supervisors and juniors.

The Junior Leader Workshop new to 2009 is now in operation - 7 courses took place in 2009 with over 70 attendees.

In terms of general participation, over a 2 year period, participation for 7 – 11 year olds and adults has increased by over 20% and for 11 – 16 year olds by over 70%. New figures are shortly due out.

In 2009 some of the highlights have been:

- the continued success of Dragon Sport Tri – Golf in Primary Schools. There has been a further increase of 9% in the number of participants to 5275. The percentage of girls participating has increased from 38% to 42%
- the increase in 5 x 60 Golf Xtreme in Secondary Schools. The number of participants has increased by over 1300 which equates to a 75% increase in participation.
- the continued development of Local Authority Golf Co-ordinators, located in Pembrokeshire, Cardiff, Newport, Gwynedd and Anglesey. These are having a huge impact within these areas.
- 36 clubs delivered the Women Start Golfing Scheme. 750 females took part and in total these clubs gained over 470 trial members.
- 32 clubs have achieved the National Junior Club accreditation scheme – Junior Golf Cert. Junior membership, in clubs 1 year after achieving this award is up in clubs by 17.5%
- 3130 volunteers have been trained to date, 330 in 2009
- the increase in participants in the Girls Start Golfing Scheme of 74% which equates to just under 700 girls and a 42% conversion into club membership.

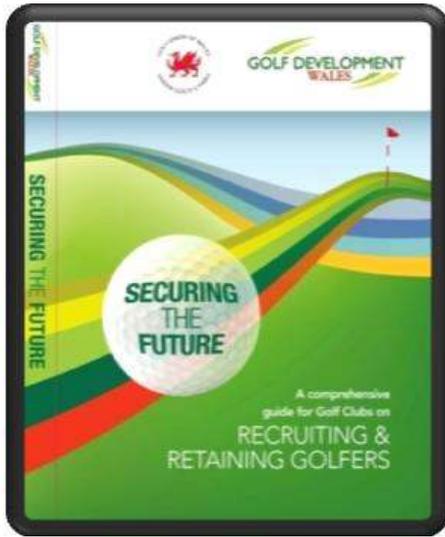
Child and adult welfare is an important aspect of any junior golf activity in Wales. The Lead Child Protection Officer for Golf is Mike Rees who represents GDW on the NSPCC Children in Golf Steering Group, is driving the project to achieve the national standards for Child Protection in Sport and provides help, advice and support to clubs and counties in this key area.

The joint project with the PGA (a Manager of the PGA in Wales and Coach Education) is also having an impact. 6 Level 1 coaching courses were arranged with 37 participants, 10 coaches are taking part in the Level 3 pilot and 10 additional coaches in the Level 4 pilot course.

The development of golf in Wales has also benefited from the Ryder Cup Legacy Fund, a £2 million pot financed by the Welsh Assembly Government to help develop beginner playing facilities as part of the Ryder Cup Bid commitment. 16 facilities are complete, 21 are in construction and 2 have permission to start work. A Legacy Fund Facility Officer will also be employed for a fixed 2 years to support these facilities to reach their potential and create the best possible Ryder Cup Legacy.

Through GDW's work, 5 regional Centres of Excellence have been established. These are now open and located at The Vale of Glamorgan, Clay's Golf Centre, the Celtic Manor Resort, Llangefni and Machynys Peninsula Golf course. Counties and national squad players have a specified amount of free access to these centres to help develop them as elite golfers in Wales.

Within 2010 we will see a new element added to the GDW remit and they will be assisting clubs in operating more effectively as businesses, which is likely to shape the future of GDW's work.



In January 2010 the 'Securing the Future' resource was launched and is still available to clubs. This is a comprehensive flexible guide for golf clubs on recruiting and retaining golfers. Golf Development Officers will also gain training in assisting clubs with business planning, another service to be offered to clubs in the near future.

The Welcome Booklet, sponsored by SWALEC will also be available free of charge for golf clubs to give to their new members. This aims to support new members in enjoying the experience and getting the most out of their membership.

Also sponsored by SWALEC, there will be a generic beginners' scheme which aims to give clubs the flexibility of adapting the scheme to meet their membership needs. This will be supported by promotional club resources.



We will also see a National Golf Awareness Week (GAW) in 2010 supported by the R & A, an initiative aimed at increasing awareness and encouraging nomadic and former club members to join their local golf club.

Elite Performance and Coaching

Everyone in Welsh golf was deeply saddened at the tragic death of Ben Enoch in April. Ben was one of the most promising golfers in Wales, a bright and vibrant personality in our teams and he will be greatly missed by all who knew him.

The highlight of 2009 was the Ladies' Team defending the Home Internationals at Irvine Golf Club in Scotland. In the words of Jeremy Bennett (National Coach) the team performed as a team and performed when it mattered over the closing stretch of holes – the players performed under pressure and got the appropriate reward.

Other team performances were disappointing with none of our teams qualifying for the top flight at the European Team Championships. However, there were promising results at the Boys, Girls and Men's Home Internationals.



The Victorious Ladies' Team

During 2009 we saw some promising individual performances from our men at a number of major amateur events; Ben Westgate 2nd Lytham Trophy, Joe Vickery 3rd Brabazon Trophy, Rhys Enoch 3rd St Andrews Links Trophy and Adam Runcie 6th in the European Individual. In addition to these performances 8 players made the cut and 3 finished in the top 11 at the St Andrews Links Trophy and 5 players making the last 64 of the Amateur Championship at Formby shows that we can compete at the highest levels of the amateur game.

On the ladies' side Rhian Wyn Thomas was selected to represent Great Britain & Ireland in the Vagliano Trophy and reached the quarter finals of the Ladies' British Amateur. Tara Davies also performed well and finished 5th in the Helen Holm Scottish Open Stroke Play and 3rd in the Welsh Ladies' Open Stroke Play. Katherine O'Connor won two PING Ladies' Order of Merit events outside Wales and three players made the match play stages of the Ladies' British Amateur.

2009 saw the introduction of 4 Academy Squads and coaches; Gareth James (North East), Matt Parsley (North West), Steve Truman (South East) and Alistair Davies (South West) were appointed to service these. Regional Coaches Paul Williams (North) and John Peters (South) continue to work well with the Boys' Regional squads and the Ladies' Development squads

In Junior golf Rhys Pugh was the star performer with a string of impressive results including:- winning the Aberconwy Trophy, tying 1st in the Macgregor Trophy (English Boys U16 Open), tying 4th in the European Young Masters. Rhys also became the youngest ever Men's International at 15 years of age and he was awarded the prestigious title of CCV Welsh Amateur Golfer of the Year at the Welsh Golf Awards Ceremony in October.



Louise Fleet presents Rhys Pugh with his award

Championships and Events

Congratulations to all our Champions, both individual and team.

During 2009 Wales hosted a very successful European Men's Amateur Team Championship at Conwy Golf Club. The event involved 120 of the best amateur players in Europe representing 20 nations competing for the prestigious title resulting in Scotland defeating England in an exciting final.

There will be further opportunities available in 2010 to watch potential Solheim and Ryder Cup players when Wales hosts the Ladies' Home Internationals at Whitchurch GC 8-10th September and the Men's Home Internationals at Ashburnham GC 11-13th August. The last time Wales hosted the Men's Internationals was in 2006 when golfers of the calibre of Rory McIlroy, Rhys Davies, Ritchie Ramsay and Ross McGowan were on show.



The Victorious Scottish Team

A summary of the winners of our national championships and Welsh performances in international team events follows:

| INDIVIDUAL CHAMPIONSHIPS | WINNER/POSITION |
|---|----------------------------|
| Ladies' Open Stroke Play Championship | Danielle McVeigh |
| Ladies' Close Championship | Tara Davies |
| Welsh Open Stroke Play Championship | Andreos Harte |
| Welsh Open Youths' Championship | Alastair Jones |
| Welsh Seniors' Championship | Brian Cramb |
| Welsh Open Seniors' Championship | Stewart King |
| Welsh Boys' Championship | Chris Nugent |
| Welsh Girls' Championship | Emma Davies |
| Welsh Amateur Championship | Luke Thomas |
| Welsh Boys' U15 Championship | Oliver Mottram |
| Welsh Boys' U13 Championship | Tim Harry |
| Welsh Girls' U16 Championship | Rhiannon Thomas |
| Welsh Ladies' Seniors' Championship | Vicki Thomas |
| Welsh Individual Handicap Championship: | |
| Category 'A' | Ioan Richards |
| Category 'B' | Henrik Jaakola |
| TEAM CHAMPIONSHIPS | |
| Welsh Inter Counties | Glamorgan |
| Welsh Boys' Inter Counties | Glamorgan |
| Welsh Ladies' County Championship | Caernarvonshire & Anglesey |
| Welsh Ladies' Team Championship | Cradoc |
| Welsh Team Championship | St Pierre |
| Welsh Handicap Team Championship | Conwy |
| SWALEC Junior Challenge | Morrison |
| Ping Welsh Mixed Team Challenge | Pennard |
| Victory Shield | Whitchurch (Cardiff) |
| European Boys' Team Championship | Denmark |
| European Girls' Team Championship | Ireland |
| European Men's Team Championship | Scotland |
| European Ladies' Team Championship | Germany |
| Boys' Home Internationals | England |
| Girls' Home Internationals | England |
| Men's Home Internationals | England |
| Ladies' Home Internationals | Wales |
| Senior Men's Home Internationals | Ireland |
| Senior Ladies' Home Internationals | Scotland |

Welsh Champions – 2009



Tara Davies - Holyhead



Luke Thomas – Vale of Glamorgan

2009 saw the introduction of the Welsh Girls' Under 16 Championship which was staged concurrently with the Welsh Boys' Under 15/13 Championship.

Thirty-two candidates who attended the Union's Referees School sat the examination in January and two candidates attended and achieved passes in the Rules Examination at the R&A Referees School.

Handicapping and Course Rating

The rating of ladies' courses under the USGA regulations continues and is now in the eighth year. It is hoped to have all ladies' courses rated under this system during the next two years. The re-rating of men's courses continues.

Active & Inactive handicaps were introduced in January and work has continued on the Central Database of Handicaps which will be introduced during 2010.

Well attended Handicapping Seminars were staged throughout Wales and the Committee has been assisting clubs with the revision of their Local Rules.

Golf Course Management

Through its Golf Course Management Committee the G UW promotes "best practice" in all areas of golf course management. We continue to work closely with the R&A and would urge all clubs to register on its "Best Course for Golf" website www.bestcourseforgolf.org. This website focuses on sustainability and environmental issues and following a recent upgrade has a fresh look with striking images, videos and interactive functions. The guidelines, sustainability map, the self-assessment facility and the benchmarking system continue to provide valuable information and the ability for courses to monitor their economic, environmental and playing performance.

The G UW's survey of clubs has identified that the prime reason for course closures throughout Wales is water logging of fairways and greens. Recognising this key issue the G UW will focus its 2010 Roadshows on drainage and course flooding issues. The Scottish Golf Union in conjunction with the R&A has carried out a great deal of research in this area and we are delighted that the SGU has agreed to share relevant findings with Welsh clubs through a number of case studies.

Sponsorship

The G UW were successful in retaining all its major sponsors in 2009 including CCV Underwriting Sports & Leisure, Magners, PING, Swalec, Pinnacle Office Equipment, Footjoy, Titleist and Hugh James Solicitors. We have also been successful in achieving pound for pound Sportsmatch funding for all the cash sponsorships meaning that additional funding has been available to Golf Development Wales for their numerous initiatives.

We are extremely grateful to all our sponsors, both new and long-standing, for their invaluable support they give the game in Wales. In an ever competitive environment for external funding we will continue our endeavours to attract new sponsors, to build on the services we currently provide to sustain the game and support our member clubs.

In addition we would also like to express our gratitude to the R & A and Sports Council Wales; their generous support is vital to our ongoing development and the achievement of our goals.

Club Services & Communications

Communication is an area the G UW has identified it needs to improve and from 2010 there will be a new committee dedicated to this area. In the latter part of 2009 Richard Dixon (CEO) and I have undertaken a series of meetings with County Unions in an attempt to create a better understanding of what the G UW does. We will continue these meetings during 2010 following which the Communications Committee will devise an ongoing strategy.

We are conscious of the need to regularly and clearly communicate the activities of the G UW to all our stakeholders. Equally important is ensuring that our stakeholders are able to communicate effectively with the Union and receive appropriate and timely information or advice.

Hamish Stuart has improved the quality of media releases considerably and as a result we are achieving much greater pan media coverage of our activities. The Welsh Club Golfer publication offers us the opportunity to feature articles about the Union which is also helping to raise our profile. The Union is also continually reviewing and upgrading its website www.golfunionwales.org which is becoming an ever more important primary source of information about the Union's activities.

The aforementioned survey of clubs has provided us with valuable information regarding the issues facing clubs and this has enabled both the G UW and Golf Development Wales to be more specific in the help it provides to clubs. The "Securing the Future" club seminars held during 2009 are an example of this and it has been gratifying to receive so much positive feedback from clubs in relation to these.

In October the G UW published their first edition of its eNewsletter "Red on The Greens" and hopes that this will become an invaluable source of information both to our member clubs and golfers in general. Anyone can subscribe free of charge by clicking on the link on the front page of the G UW website www.golfunionwales.org

CCV Welsh Golf Awards

These awards would not be possible without the support from our sponsor, CCV Underwriting Sports & Leisure, they have been a great supporter of Welsh Golf for over 15 years during which time they have sponsored a number of GUW championships and events. CCV has developed a specialised Golf Club Umbrella insurance policy and also through Caddysure an individual golfer's policy.

The Welsh Golf Awards were presented on the night of the Ryder Cup "Year to Go" Dinner at the Celtic Manor Resort with the Welsh Golf Club of the Year Award being presented by the First Minister, Rhodri Morgan, to Glyn Abbey Golf Club.

Four clubs were shortlisted for the award: Clays, Tenby, Royal St David's and Glyn Abbey. All 4 clubs submitted very strong applications and each would have been a worthy winner.

In 1998 Glyn Abbey had only 73 adult members and 1 junior member. It had no clubhouse and its course, which is built on the site of an open cast coal mine, was in poor condition with inadequate drainage and generally run down. Membership has since increased significantly and it now has a clubhouse with further planning permission to extend and improve, a 9 hole beginners course built with help of a Legacy Fund grant, and a driving range. During 2009 it was awarded the Golf Union of Wales Higher Junior Golf Cert accreditation and it has a junior team which finished 2nd in the Dyfed Junior League.



CCV's Barry Gibbs presents the Club of the Year Award

The club uses a slogan "Something for Everyone" and aspires to provide a vibrant community service. All this has been achieved thanks to an effective partnership between members and management making Glyn Abbey a very worthy winner of the award.

- The CCV Tour Pro of the Year award went to Becky Brewerton who, amongst other achievements, retained her place in the Solheim Cup Team, won the Spanish Open by 6 strokes and had 7 top five finishes on the Ladies' European Tour.
- The CCV Development Wales PGA Professional of the Year (identified by Golf Development Wales as having contributed most to grass-roots development in 2009) went to Rhys Harry of Tenby who helped run the 'Get Pembrokeshire Golfing' initiative, ran GDW's 'Women and Girls Start Golfing' initiatives, helped Tenby achieve GDW Junior Golf Cert Accreditation (higher award), whilst also helping 4 other local clubs which do not have a resident professional.
- The CCV Welsh Amateur of the Year went to Rhys Pugh with a string of impressive results including: winning the Aberconwy Trophy, tying 1st in the Macgregor Trophy, tying 4th in the European Young Masters whilst also becoming the youngest ever Welsh full international at the age of 15.

Conclusion

Last year I concluded that for 2009 a challenge for the Union was the trend in declining membership. The trend continues as does the challenge. Our club seminars on recruitment and retention were purposely designed to help clubs in this challenge and we will continue to provide support in this area during 2010.

Delivering our goals is a challenge for the Union and we will need to ensure that we focus on areas that will help us achieve our goals. We aspire to be a world class sporting organisation: to achieve that we know that we must always find ways to improve because being the best requires delivering excellence in all that we do. I am confident that this remains a realistic aspiration and the year ahead is another step along the journey to excellence.

Louise Fleet
Chairman
March 2010

Appendix 1

The G UW Board of Directors 2009

Louise Fleet

Louise is the **Chairman** of the G UW taking office from 1 January 2007. She previously served on the WLGU Executive Committee from 2001-2005. She is an Executive Director of Ryder Cup Wales 2010 Ltd, chairs the Audit Committee and serves on the Legacy Fund Committee. She is a member of Clyne and Pennard Golf Clubs in Swansea and Royal Liverpool Golf Club in Hoylake and plays off a handicap of 5. She works for the Wales Audit Office as a Performance Specialist and her area of specialism is Corporate Governance. She is a Magistrate on the Swansea Bench and was appointed Deputy Chairman of the Bench as from January 2010. She was awarded her M.A. in Public Policy and Management from the University of Swansea in 2007.

Ted Lloyd

Ted is the **President** of the G UW. His presidency is the culmination of more than 40 years of service to Rhuddlan Golf Club, as well as at county and national level. He has served on the WGU/G UW Council for over 20 years. Ted is a qualified referee and regularly referees G UW tournaments and events. He was Junior Organiser for Rhuddlan Golf Club for many years providing advice and encouragement to young people coming into the sport. Ted is also an active member of the G UW's Course Rating Panel.

Guy Bates

Guy was elected **Treasurer** of the G UW at the AGM in April 2008 and he is the G UW Council's nomination for 2010. He is a Chartered Accountant, becoming ACA qualified in 2005 with PricewaterhouseCoopers having joined them in 2003. He spent 4 years in the Audit and Assurance department and has worked on a wide range of audits from small owner managed businesses, to blue chip organisations. Projects undertaken have included the audit of financial statements, and reviewing the controls and governance in operation, including Sarbanes-Oxley compliance work. Guy's current role is within Business Recovery, advising businesses in various stages of distress. Experience has ranged from advising banks regarding their lending position, to the administration of insolvency companies.

Guy has been a member of Royal Porthcawl for 17 years representing a number of club teams during this period, his current handicap is 6.

Andy Ingram

Andy is an Investment Broker by trade and has run his own business for some 20 years being previously employed as a Building Society Manager. He is a member of Royal Porthcawl, Cardiff and Cradoc Golf Clubs playing off a handicap of 2.

He was initially elected to the Welsh Golfing Union in 1989 and has since captained the Welsh Boys', Youth and Men's Teams. In 2004 and 2006 he was Captain of the European Junior Ryder Cup Team. As Captain of the Men's Team he led Wales to their first Home International victory in 2002. He has also represented Wales at Junior and Youth level. Andy is the **Chairman of the Teams & Performance Committee** and Chairman of Selectors for the Welsh Men's Team. Andy has been instrumental in setting up the new coaching structure for the G UW. A significant achievement in this area has been winning the Ladies' Home International series in Wrexham in 2008 and then successfully defending the title at Irvine Golf Club, Scotland.

Elen Pierce

Elen is the **Chairman of the Club Services & Communications Committee**. She is a Welsh speaking native of Caernarfon, Gwynedd, but now lives and plays golf (Fairwood Park) in Swansea. She attended Aberystwyth University where she gained a science degree and was Chair of the Athletic Union, and Deputy President and Treasurer in 1972. Elen held a career until the mid 1990's within Tourism and was elected a Fellow of the Tourism Society in 1992. She specialised in economic development and marketing and was responsible for the privatisation of the regional office of the Wales Tourist Board. She was the first Managing Director of Tourism South and West Wales which provided membership services to 1500+ trade members, management services for Tourist Information Centres throughout the region, and joint marketing activities. She then changed careers and was the Fund Raising Manager of Childline Cymru/Wales, a Trustee, then Chair of Caerlas - a charity supporting homeless vulnerable individuals and has recently retired from her post as Chief Executive of Welsh Women's Aid.

Judy Ganz

Judy is the **Chairman of the Golf Course Management**. Her academic qualifications were gained at London and Oxford Universities. She had a professional career of nearly 40 years in Human Resources at Morphy Richards in Orpington, Kent; the Beecham Group, Toiletries Division - (now SmithKleinBeecham) in Maidenhead and finally at the University of Wales, Swansea. At Swansea University her responsibilities included the initiation, introduction, application and organisation of all Personnel Policies for over 3000 employees, Trade Union negotiations, Salary negotiations, Staff Development, Staff Appraisal and responsibility for the Medical Centre. She was Head of a Department of nearly 30 people. Judy is driving forward the Golf Course Management Committee and has hosted successful road shows last year, with more to follow this autumn. She has written the Golf Course Policy Document and has written or updated all of the Union's Personnel Policies.

Neil Niblett

Neil is the **Chairman of the Championship & Rules Committee**. He is Managing Director of Niblett Architecture, an Associate Member of the Institute of Architects and Surveyors, and a Technical Member of the Royal Institution of Chartered Surveyors.

He has owned and run his own Architectural practice for the past 27 years having previously been a Town Planner in local government. He specialises in the design of Health Care buildings and advises the Department of Health, Primary Care Trusts in England, Local Health Boards in Wales and the British Medical Association on various issues relating to their design and procurement. He employs a range of professionals including Chartered Architects and Surveyors.

Neil has been involved in golf for over 40 years, firstly as a junior member at West Monmouthshire Golf Club and then as a full member of Cradoc Golf Club before joining the Monmouthshire Golf Club in 1981. He played for the Gwent County Boys' team and the Brecon and Radnor County Men's team. He was Captain of the Monmouthshire Golf Club in 2000 and served on the general committee for 10 years. He was elected to the Welsh Golfing Union in 2003 and formed part of the Handicap and Standard Scratch Score Committee where he assisted in course rating and handicap audits. He is a qualified referee and a category one player.

Pam Valentine

Pam is **Chairman of the Handicapping & Course Rating Committee**. She is a Solicitor and Senior Partner with a large Wrexham based law firm. A former Welsh Girls' Champion Pam has represented Wales at junior, full and senior level and she has also served as International Team Captain at junior and full level.

Pam has served on the WLGU Executive Committee, the WLGU and LGU Training Committees and also the LGU Handicap Revisions Committee. As the WLGU's Honorary Solicitor from 1983 to 2006, she played a leading part in the recent merger of the WLGU and WGU as Chair of the Merger Committee 2005-2006. Pam was Chairman of the GUV's Communications Committee in 2007.