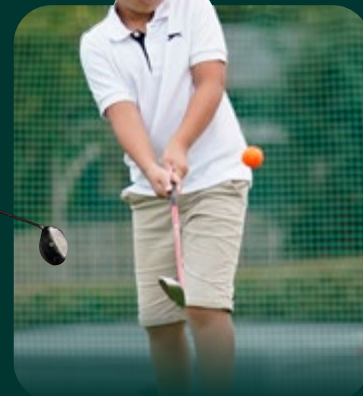


Annual Review

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



Chair and CEO Review

For the year to March 2023



Ashton Bradbury
Chair



Hannah McAllister
CEO

It is difficult to believe that twelve months has gone past since our last review. The last year has brought with it many challenges not least the cost-of-living crisis, arising in part as a result of the awful events in Ukraine, which has affected many people across Wales. Despite the difficult background, golf in Wales remains in good health. Club membership has stabilised close to the levels reported last year following two very strong years of growth and the number of scores submitted for handicapping purposes (a measure of golfing activity) has shown strong growth.

Last year marked the end of the 2018-23 strategic cycle for Wales Golf and so during the year we consulted widely with clubs, players, volunteers, funding partners and stakeholders to help us develop our approach for the next five years. We have been delighted with the response we received culminating in the launch of our new five-year strategy 'Everyone's Game: for fun, for sport, for life' <https://www.walesgolf.org/about/>. As a result of the consultation, we have a focused, achievable set of goals and have created a strategy that will, we hope, mean something to everyone delivering it and significantly benefit golf in Wales.

Turning back to last year, Wales Golf has again delivered a full range of activities and services across our core areas of club support, 'growing the game', handicapping, championships and high performance. In this

introduction we cannot begin to do justice to all of the work carried out and so will just pick out a few highlights of the year.

We were delighted to see the Welsh men's team finish tied 8th in the World Amateur Team Championship and the ladies team finish 8th in the European Team Championship. At an individual level Welsh international Archie Davies was selected to play for the GB&I team against Europe in the St Andrews Trophy.

Our partnership with Gareth Bale got off to a flying start with the launch of the Gareth Bale Festival of Sport and Junior Golf Championship. Gareth also featured prominently in a widely acclaimed campaign, piloted across Wales, to help promote the health benefits of golf.

We are committed to improve our communications with both our member clubs and players and so are pleased that over 17000 players have agreed to receive our email newsletters. In a similar vein over 23000 players have downloaded the Wales Golf Handicapping App and so benefit from being able to get instant access to their official handicap index. A recent improvement in functionality allows players to add general play scores, via the App, from rounds played at clubs in England, Scotland and Ireland in addition to Wales.

Finally, the return of the Wales Golf Annual Awards after a four-year absence provided a great opportunity to celebrate success and our congratulations go to all of the winners detailed on page 13.

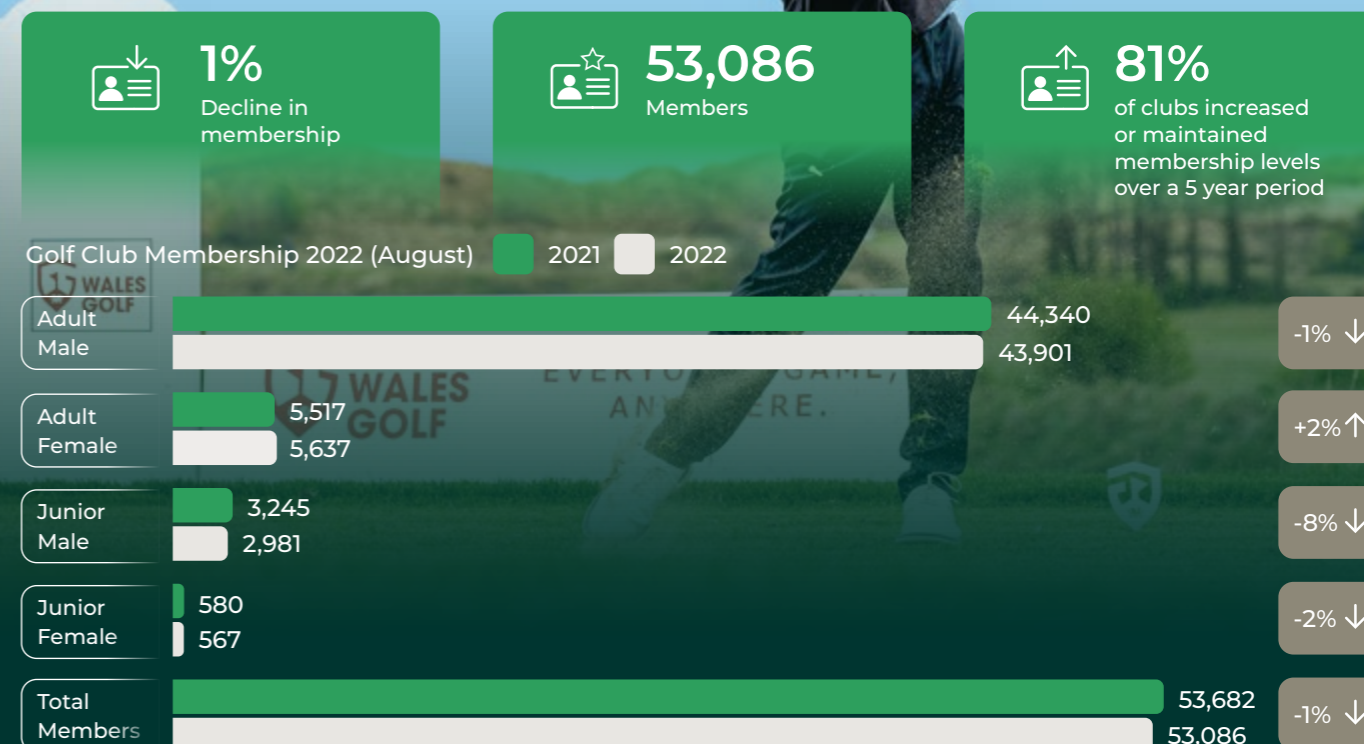
2023-24 is the start of our new strategic cycle through which, amongst many other priorities, we hope to increase the number of juniors playing the game, improve diversity across the sport, produce more winning golfers, run better championships and provide better support for our clubs and so an improved player experience.

We fully understand that we can only achieve these ambitions by working in partnership with our member clubs, counties, volunteers and our wider stakeholders. We are excited at the opportunity and look forward to working with you and updating you on our progress in the years to come.

Golf Club Membership

After experiencing significant membership growth over the past two years, the overall returns displayed a slight decline, although there was an encouraging rise in the number of female members.

As the growth in membership begins to stabilise and households face mounting cost-of-living pressures, it becomes crucial for clubs to strive towards recruiting and retaining members. The development team is available to offer programs and assistance to support clubs in this area



data as at 31/8/22

Girls Golf Cymru Winter Project

To support the development of the girls' game, grants, each of £1000, funded by the R&A have been awarded to 8 golf clubs. The application process invited junior girls to tell us how they would use the funding in an innovative way to attract girls to their club. The girls applied via video to explain their projects which consisted of various activities from taster days, coaching clinics, socials, golf trips, training kits and clothing, selfie frames, goodie bags and more! In addition, the girls are all creating case studies of their projects, which will help inform the development of new Wales Golf girls' initiatives moving forwards.



Development Team; Growing the Game

Midnight Ramadan

In addition to our long-standing programmes, we were delighted to launch the midnight Ramadan initiative. 65 participants took part in golf sessions starting around midnight during the month of Ramadan at The Parc Golf Club, enabling Muslims to break their fast, practice their golf or learn to play.



New2Golf/ Back2Golf recruitment programme

This long-established scheme provides clubs with the funding to run a membership recruitment drive. Promotion can be targeted towards specific groups such as women and girls, families, disability, or general groups. It supports individuals through coaching, playing opportunities, and social events and aims to recruit participants to various membership offers.



Clubs

55

Participants

1,210

Female

69%

Conversion to trial membership

58%

Golf and Health

The R&A selected Wales Golf to pilot a fully funded golf and health promotional and marketing campaign, 'Golf is Good'. Gareth Bale was a key figure in the campaign, which included advertisements on Sky Sports and promotion via social media. The objectives were to increase the participation of existing golfers through a strong and actionable health message and to capitalise on the proven health benefits of golf to encourage non-golfers into the sport. The campaign was a huge success. 84% of respondents liked or loved the overall style of the campaign, 65% of golfers who had seen the campaign had played more golf in 2022, with 66% of non-golfers likely to consider playing golf because of the health benefits.

Junior Programmes

There are many programmes to help clubs to grow their junior sections.



Golf Foundation HSBC Golf Roots
Coaching schemes -

30 schemes available

Mass Audience
Events -

55 events

Junior Golf Cert -

56 clubs

Girls Golf
Cymru Clinics -

3 clinics, 95 participants

Golf Sixes -

**20 Clubs,
6 Leagues,
240 Juniors**

Girls Retention Schemes -

8 schemes, 165 participants

Mass audience attendance

Funding and equipment are available to help clubs and organisations to attend community events to ensure golf is visible locally.

Junior Golf Cert

An award to support and recognise those clubs striving to increase the number of young people playing golf by providing a quality and fun experience.

Golf Foundation HSBC Golf Roots

Consists of funding and support for clubs to enable more young people to progress from playing golf in school to joining a local golf club.

Golf Foundation Golf Sixes, supported by the R&A

An interclub golf league that involves children playing six holes in pairs using the highly inclusive Texas Scramble format, accumulating points for their team of six. This format is designed for players without a handicap or a handicap of 37 and above.

Development Team; Supporting our clubs

We offer a comprehensive range of support to our affiliated clubs to help them achieve their objectives. To mention a few, our wide-ranging business support scheme, safeguarding support, equality support, a free cost cutting audit, access to advice through partners and assistance in accessing grants.

Clubs, alongside the Development Team, utilise the Strong Club Matrix tool as a club health check. This helps to identify the strengths and areas for improvement based on Governance, Participation, Marketing, Visitors, Membership Recruitment and Retention, Customer Service, Compliance, Course Rating, and Course Management.

Support is a combination of consultancy, cluster workshops addressing key themes, guidance from regional Club Development Officers, as well as access to a bank of templates and resources.



Women in Golf Charter

Wales Golf continues to actively support the Women in Golf Charter developed by The R&A. This aims to inspire an industry-wide commitment to developing a more inclusive culture within golf and enable more women and girls to flourish and maximise their potential at all levels of the sport.

Club Health Checker Tool and Business Support

75 (53%) accessed over 5 years



Webinars and Workshops

7 workshops, 35 Clubs represented



Women in Golf Charter

46 awarded (32%) 8 in progress



Business Planning and Governance reviews

13



Grants

Wales Golf is dedicated to securing additional grants for clubs. In 2022-23 we were delighted to secure additional funding directly from the Welsh Government, receiving a grant of £105K for clubs and Wales Golf projects to fund an award winning sustainability programme. Our development team actively assists clubs in accessing various grants, providing them with valuable support. In the 2022-23 period, we successfully accessed external grants amounting to nearly £600K, demonstrating our commitment to supporting clubs in accessing additional financial resource.



Sport Wales Be Active Wales

Grants of up to **£50K** for projects and facility development to support the growth of the game

22 clubs / £317K Total



Sustainability Club Grant

Starter Fund grants of up to **£2k** each, Accelerator Fund grants of up to **£5k** each, Plus Wales Golf Projects

27 projects / £105K Total



Sport Wales Capital Grants

Wales Golf Partnership Facilities

2 clubs / £173K Total



We provide opportunities for clubs to access discounted services or can signpost leading companies in relevant sectors



Golf Management Group

Provides all clubs affiliated to Wales Golf with access to a dedicated buying group to help cut costs. The group continues to add new opportunities such as catering procurement, renewable energy, plus more.

Dr Golf

A virtual strength and conditioning service.

1Stop4aGP

A remote GP service for clubs to pass on to their members at a discounted rate.

Citation (previously known as Xact)

Health, Safety and Human Resources services tailored specifically to the sector for issues such as risk assessments, policies, guidance, and training for all areas of a club. All clubs have access to a free How-to-Hub or paid for H&S and HR services for bespoke advice.

Howden

Support in finding insurance for golf clubs.

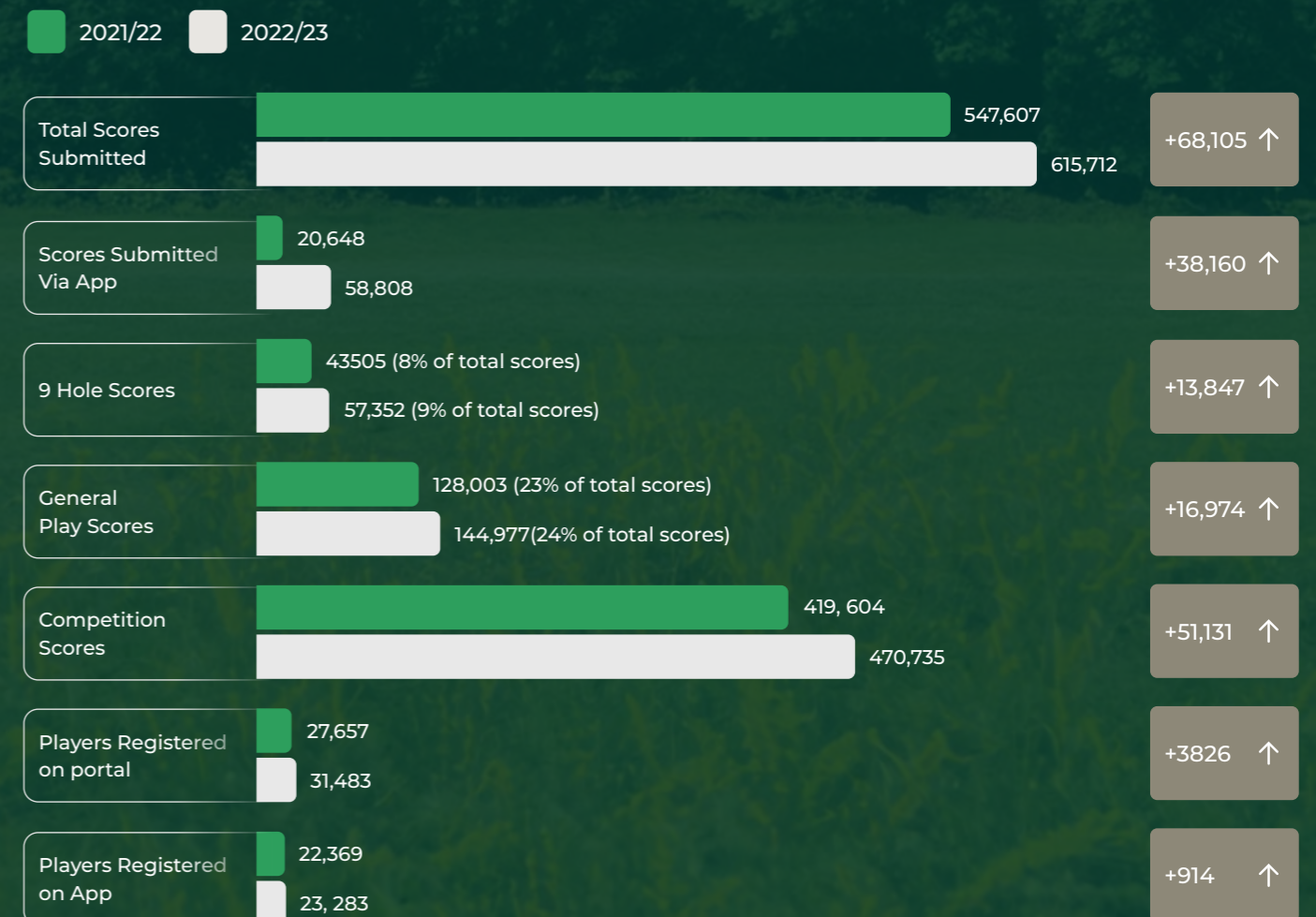
Under 30% of clubs have accessed one of more of these services.

Handicapping and Course Rating World Handicap System

The World Handicap System (WHS) allows golfers to have a handicap anywhere in the world and is designed to welcome more golfers into the game by making it easier to understand. Over the past 2 years over 1.1 million scores have been submitted through the system in Wales, and this year we have seen growth in 9 hole scores, general play scores, competition scores, and players registered on both the Wales Golf Player Portal and Wales Golf App.

Our Player Portal and App provide players with instant, accurate and live access to their official handicap index and scoring record and the ability to enter general play scores. If members have yet to sign-up please ensure they visit www.walesgolf.org and click on 'WHS Login'. The App can be downloaded from the App store for iOS or Google Play store for Android users.

We provide handicapping help and support to players and clubs via handicapping@walesgolf.org. The team have taken thousands of queries since WHS was launched and aim to respond to queries within 2 days.





Course rating

The course rating programme was behind our own expectations in 2022. However, a new volunteer recruitment drive has taken place along with training to increase the number of courses to be rated this year.

88% of Welsh golf clubs now offer their members a 9-hole rated course option. This combined with the growing use of ability based, rather than gender specific, tees help to provide all players in Wales with a much greater range of playing options to the benefit of all. If your club needs a 9-hole rating, or you would like your club's existing tees rated for both male and female players, please contact us using the email: handicapping@walesgolf.org

Flexi Club

Wales Golf's commitment to 'Everyone's Game: for fun, for sport, for life' is demonstrated by Flexi Club which is Wales Golf's digital golf club membership. This is improving accessibility to golf in general and an option for new golfers, golfers on a waiting list, or people who can't currently commit to joining a club. For a monthly or annual fee non-club members can gain their handicap. Flexi Club also acts as a pathway into golf club membership, and we have seen a 10% conversion from Flexi Club into club membership.

Flexi Club presents clubs with an opportunity to expand their revenue streams and reach out to golfers visiting their facilities. This serves as an attractive opportunity to promote your club to golf enthusiasts who are actively engaged in the sport and may be seeking to establish a lasting connection.



Figures to 31 March 23

Membership growth of over 200% in the last 12 months

Members **258**

Average age **40**

Average handicap **19.8**

Over **2000** rounds of golf played

10% of members converted to club membership

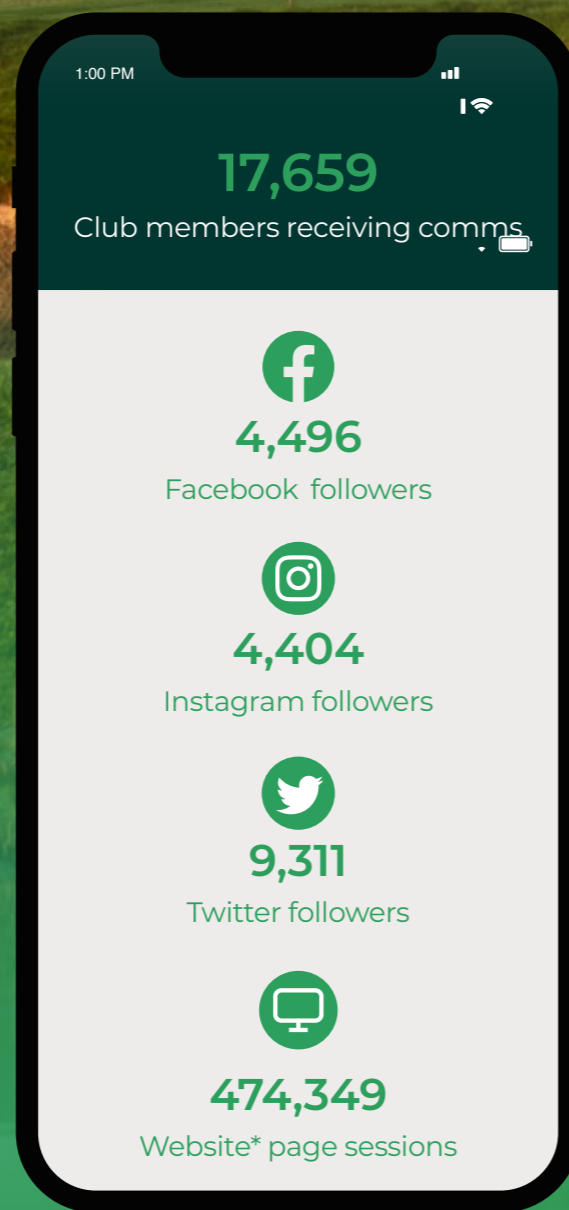
6% non-renewals



Digital and Communications

Wales Golf is committed to keeping clubs and players up to date with news and developments regarding the sport. Club members who have joined the Wales Golf Player Portal can receive newsletters as well as ad-hoc offers and promotions with all the stories from across the Welsh golfing landscape and beyond. This runs alongside regular updates through our social media channels. A fortnightly bulletin is sent to all golf clubs keeping club managers and key personnel up to date with the latest industry news and developments regarding the sport in Wales.

We are delighted to see growth in our social media stats over the last year and in the number of people receiving our updates.



*Previous year higher due to people using our website to access COVID restrictions updates and course opening information.

data as at 31/3/23

High Performance

Supporting our talent is a continuing source of pride for Wales Golf. We were thrilled to be within the top 10 at the Men's World Amateur Team Championship; T8th the highest finish since 2006. The women's team, for the first time in 25 years, qualified in the top flight of the European Team Championship, hosted on home turf at Conwy Golf Club, and finished in 8th position.

With crucial support from partners such as The R&A and Sport Wales, we have supported 43 players in their competitive ambitions, supporting them to compete in international tournaments

and championships as well as through the High Performance Squad Programme.

Thanks goes to the many clubs across Wales who afforded our squads the opportunity and courtesy of their facilities, as well as PING our official kit provider.

Benjamin Corvett joined the High Performance staff as Pathway & High Performance Officer, a role which is to improve talent development and support young players to progress from participation to performance.

There were numerous highlights and strong performances including:



Men's World Amateur Team Championship

T8th The team consisted of Archie Davies (T9), James Ashfield (T40) and Luke Harries (T49)



Archie Davies

represented GB and I in the St Andrews Trophy and achieved a highest position of 58th in the World Amateur Golf Rankings



Caolan Burford

Winner of the Welsh Open Stroke Play Championship (April 2022)



James Ashfield and Caolan Burford

named as reserves for the St. Andrew Trophy and Jacques Leglise Trophy respectively



Wins for Alex James

at the Welsh Open Youths Championship and the Berkshire Trophy



Women's European Team Championship

(hosted by Conwy GC) - 8th



Win for Ellen Nicholas in a US College event

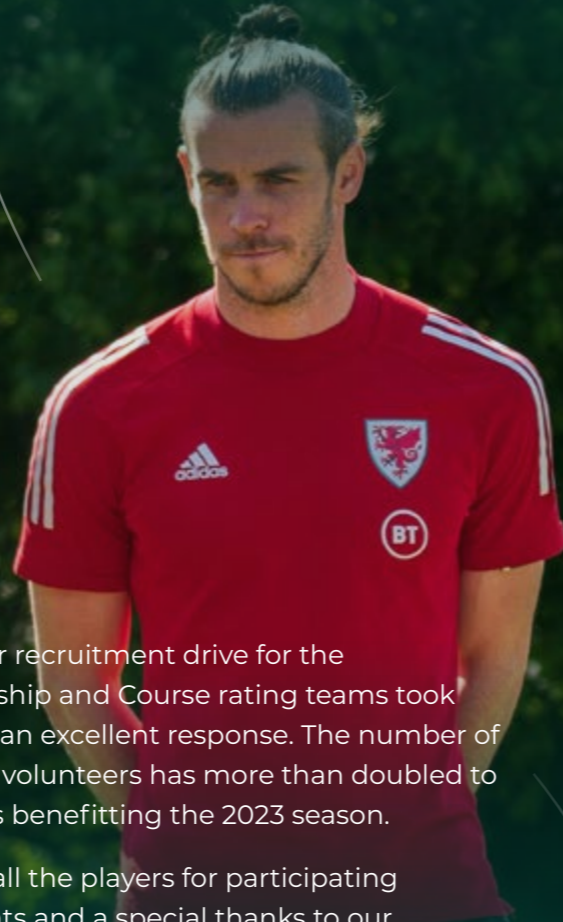
Championships and Events

A full schedule of championships and events was delivered, further broadening our range of events with the newly combined Welsh Amateur Championships and the Wales Golf Festival, which included events for beginners and players with a disability.

We are delighted to have secured the support of the Wales football icon Gareth Bale to promote the game to the next generation of golfers. As part Gareth's commitment, the inaugural Gareth Bale Festival of Sport and Championship supported by Sport Wales and The R&A took place in June at The Vale Hotel Spa and Golf Resort. The 2-day tournament, for the best young golfers in Wales was combined with a multi-sport festival for local young people. Gareth Bale presented the prizes to the winners and a short video of the event was posted his Instagram account which reached over 600,000 views within hours.

A volunteer recruitment drive for the Championship and Course rating teams took place with an excellent response. The number of Wales Golf volunteers has more than doubled to 115 which is benefitting the 2023 season.

We thank all the players for participating in our events and a special thanks to our host clubs and our panel of loyal volunteers, we really couldn't do this without you!



Championship statistics



37

Championships



62

Competition Days



24

Unique Venues



5484

Entries



90.57%

Players survey - likely or very likely to recommend event

A Selection our Winners for 2022

Individual Events

Championship	Winner
Welsh Men's Amateur	James Ashfield
Wales Men's Open Stroke Play	Caolan Burford
Welsh Men's Open Seniors	Aide Firman
Welsh Men's Seniors Amateur	Philip Sutton
Welsh Women's Amateur	Ffion Tynan
Welsh Women's Open Stroke Play	Alice Barlow
Welsh Women's Seniors Amateur	Ann Lewis
Welsh Women's Open Seniors	Ann Lewis
Welsh Open Youths	Alex James
Welsh Boys	Caolan Burford
Welsh Girls	Gracie Mayo
Welsh Under 16s	Dion Regan
Welsh Under 14s	Paul Reid
Gareth Bale Championship	Callum Hook
Welsh Disability Championship	Morgan Jones

Team Events

Championship	Winner
Welsh Men's Team Championship	Neath
Welsh Women's Team Championship	Newport
Welsh Handicap Team Championship	Celtic Manor
Welsh Junior Inter Club Challenge	Greenmeadow
PING Mixed Foursomes	Pontardawe
Victory Shield	Newport



Congratulations to all the winners of our events!

Whilst we cannot describe every success, worthy of special mention is Caolan Burford for winning the Welsh Men's Open Strokeplay and the Welsh Boys in the same year. Two victories that have propelled him forward to represent Wales on the international stage. Also, a special mention to Newport Golf Club who won the Victory Shield and Women's Team Championship as well as finishing 4th in the PING Mixed. A great year of success for them and we look forward to bringing the Men's and Women's Amateur Championships to Newport this year.

Wales Golf Awards 2022

The Wales Golf Awards, recognising the best in Welsh golf, returned to Ryder Cup venue, the Celtic Manor Resort Twenty Ten Clubhouse, in March after a four-year absence.

Wales Golf would like to extend our thanks to our sponsors, partners, clubs and the Celtic Manor Resort for their hospitality, as well as, Sian Lloyd, for hosting proceedings.

- ▶ Welsh Golf Club of the Year, supported by Howden – Llanishen Golf Club, following many environmental initiatives and reflecting a continued commitment to focus on under-represented groups such as juniors and ladies. The club is also the proud holder of the Women in Golf Charter. A successful ladies New2Golf scheme has brought in 57 new members, bolstering club membership to more than 700. Llanishen also hosted Wales Golf Finals Week, with tremendous support from staff and members ensuring a big success.

- ▶ Welsh Club Manager of the Year, supported by the GCMA – Matt Parsley, Conwy Golf Club after overseeing a period of exciting initiatives to take forward one of the top golf clubs in Wales.
- ▶ Volunteer of the Year – Brett Walker, Carmarthen Golf Club, after making a huge impression on the junior section in the Club in the last five years.
- ▶ Junior Club of the Year, supported by the Golf Foundation – Nefyn Golf Club with one of the strongest active junior sections in Wales, 65 boys and 18 girls currently, with a strong junior committee of 8 to make it all possible.
- ▶ PGA Development Professional of the Year – Gareth Howell, Pyle and Kenfig Golf Club who made a big impact on coaching in all sections at Pyle and Kenfig with significant growth in both the junior and ladies sections in the year with more than 40 juniors having regular coaching every week and more than 50 ladies taking part in the New2Golf programmes.

- ▶ PING Male Amateur Golfer of the Year – Archie Davies, Carlisle Golf Club who achieved top 10 finishes at the World Amateur Team Championship both as an individual and as part of the Wales team. Archie was part of the GB&I team to play against Europe in the St Andrews Trophy and also part of a victorious Arnold Palmer Cup International Team in their match against Team USA.
- ▶ PING Female Amateur Golfer of the Year – Gracie Mayo, Royal Porthcawl Golf Club who is studying at the University of Oklahoma and was the Welsh Girls Champion, as well as part of the Welsh Women's team which reached the A Flight at the European Ladies Team Championship for the first time in 15 years.
- ▶ Lifetime Achievement Award – Clive Brown, the first Welsh-based Captain of The Royal and Ancient Golf Club, in recognition of a long and successful amateur career, including playing for and captaining Wales, captaining the Great Britain and Ireland Walker Cup team in their victorious 1995 match at Royal Porthcawl and the 1997 match at Quaker Ridge.



Organisational Development

Good governance, encompassing not just controls and processes but culture and values as well is the cornerstone of any successful entity. This applies just as much to a sporting body like Wales Golf as it does to commercial organisations.

Responsibility for the governance of Wales Golf rests with the board of directors including the Chief Executive, an independent Chair and seven independent non-executive directors. Directors are appointed through an open and transparent process based on the skills that they can bring to the organisation.

The current board has significant experience in a wide range of disciplines including sports development, high performance, accounting, legal, marketing and commercial all of which are viewed as important to the long-term success of the company.

Good governance can never be static but must evolve over time to meet the needs of the organisation and maintain best practice. With this in mind further actions are planned for the current year as part of our ongoing governance improvement plan.



As part of its commitment to continuing improvements in governance, through 2022-23 Wales Golf has:

- ▶ Completed a strategic review and refreshed its mission, purpose and values.
- ▶ Completed a positive governance review with Sport Wales.
- ▶ Reviewed and updated the Articles of Association (approved by Members).
- ▶ Reviewed and where required updated a wide range of policy documents.
- ▶ Upgraded its approach to risk assessment and management.
- ▶ Maintained high standards for safeguarding and equality.
- ▶ Adopted and achieved compliance with the UK National Anti-Doping Policy.



Financial Results For Year Ended 31 March 2023

Iwan Jones NED Finance

Firstly, Wales Golf wishes to express their thanks to Andrew Emery. Following 6 years as a member of the Board, Andrew decided to step down from his role as Director and Treasurer. Andrew successfully supported Wales Golf through very challenging times and ensured its finances were on a sound footing.

I present my report on the accounts to the end of March 2023. To put in context, this is the first full year of financial results following the disruption to activities as a result of the Covid pandemic. Wales Golf has cautiously emerged from the pandemic period and has effectively returned to business as usual, however, budgets were set against a backdrop of heightened uncertainty regarding membership numbers following a period of very strong growth during the pandemic and governing body funding levels.

Budgets were set for the financial year to ensure financial stability in this time of uncertainty with a forecast surplus of £32k versus a 2021/22 surplus of £279k. Notwithstanding the financial uncertainty experienced within the broader economy, and unexpected levels of inflationary

pressure, careful financial stewardship by the staff and Board enabled Wales Golf to revise its expenditure and investment strategy resulting in a small reported deficit of c.£3k, broadly in line with revised targets.

This budget and level of expenditure not only allowed for the delivery of a full set of Championship events but we also saw the activities run by our Development team increase significantly and a welcome successful return to international competition for our elite teams and individuals.

As expected, our largest single source of income was the subscription of our member clubs. As reported earlier in this report, clubs membership remained strong, reflecting the continuing popularity of the sport. We are also again pleased to report that all our main funding partners continued to support us through the financial period.

In last year's report, we highlighted the anticipated reduction in our base funding of over 40% from Sport Wales over the medium term. We remain grateful to Sport Wales for their

continued support and whilst the reduction is now confirmed to be around 20% by the financial year 2025/26 the challenge remains for Wales Golf to investigate alternative sources of funding to sustain the development of the game into the future. The development of more commercial revenue streams will continue to be a key priority going forward.

Our relationship with The R&A remains strong and they continue to provide core funding and bespoke support for Development initiatives. We would like to record our appreciation to the Golf Foundation and the PGA for both their financial contribution to the game in Wales and their collaborative approach in sharing information and best practice.

In last year's annual accounts a potential VAT issue was disclosed. The Board has been working to resolve this matter and has received an assessment from HMRC which was in line with its expectations. More details are disclosed in the 2022/23 accounts.

The balance sheet and reserves remain in a robust position. For the 2023/24 financial period,

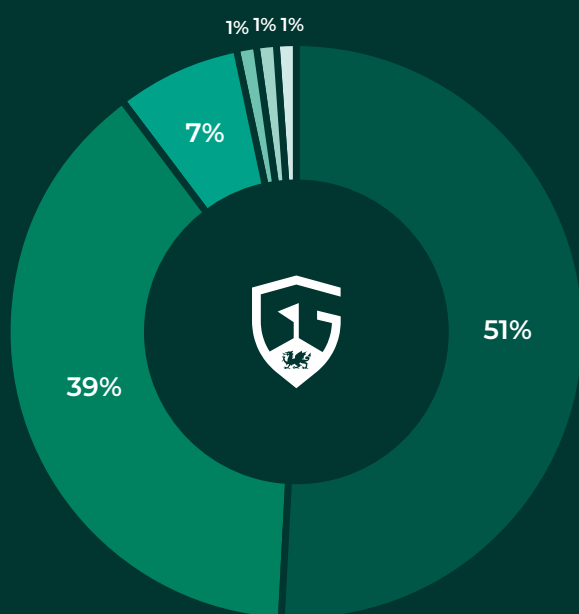
to reflect an initial reduction in core funding and inflationary impacts to underlying costs, and wanting to mitigate against any additional burden to member clubs as far as is possible, whilst maintaining Wales Golf's activities, the Board has budgeted for a deficit for the current financial year. This is primarily as a result of a small number of specific projects aimed at delivering long term benefit to the game in Wales. The Board expects the deficit to increase over the next few years as core funding reduces and Wales Golf utilises the reserves accumulated during the pandemic, however there is the ambition and challenge as noted above to grow commercial income to return to a balanced budget again over the medium term.

In conclusion, whilst significant challenges, still exist golf is in as strong a position as could have been hoped given the events of the last few years. The Board continues to be completely committed to investing in the game, working alongside our clubs and funding partners to grow the game in Wales.

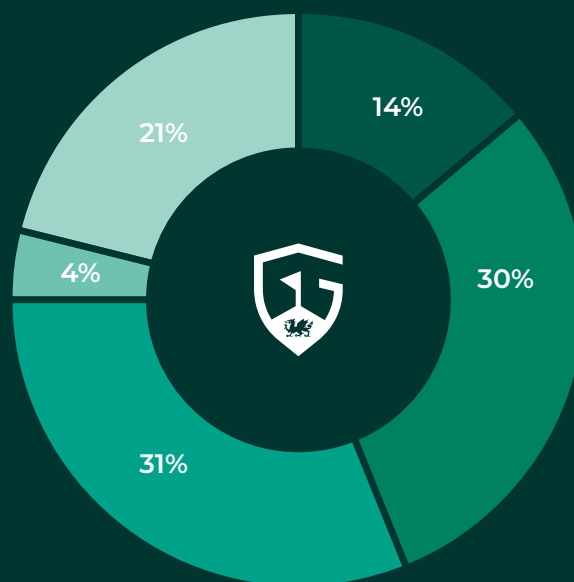
* All figures rounded to nearest £1000.

Financial Results For Year Ended 31 March 2023

Income



Expenditure



Income	£000
Grants	912
Subscriptions	702
Championships	130
Commercial	27
Other	24
Flexi Club	9
Total	1,804

Expenditure	£000
Championships	251
High Performance	540
Development	553
Golf Course & Handicapping	79
Admin & Central Costs	384
Total	1,807