



Rosslare Golf Club

Strategic Plan 2026 – 2029

Contents.	Page No.
1. Introduction	1
2. Why a Strategic Plan.	1
3. Work Completed	2
4. S.W.O.T. Analysis	2
Strengths	
Weaknesses	
Opportunities	
Threats	
5. Aspirations	3
6. Recent Trends	3
7. Where are we going? Vision, Mission & Core Values	5
8. How are we going to get there?	5
9. Strategic Pillar 1	6
10. Strategic Pillar 2	6
11. Strategic Pillar 3	7
12. Strategic Pillar 4	7
13. Strategic Pillar 5	8
14. Strategic Pillar 6	8
15. Programme of Capital Projects	9
16. Our North Star Vision	9

1. Introduction:

Rosslare Golf Club adapted a major structural change in 2021 with the adaption of a new Constitution and the introduction of a Management Committee. A five-year business plan or road map was adapted which terminated in 2025 to coincided with its 120th anniversary in 2025.

Much has been achieved during this period, and it is now time to plan and set out the objectives required to continue this progress into the future. To facilitate this the Club has now adapted a three-year rolling plan model allowing for its ongoing continuous growth.

2. Why a Strategic Plan?

1. To reflect the views of all members
2. To address the needs and aspirations of members
3. To provide a clear view of why the club exists and the vision to which members aspire.
4. To consider what success looks like and the action required to get there.
5. To prioritise the use of club resources
6. To measure and record progress
7. To improve management and accountability

3. Work completed

1. Review of peer clubs.
2. Independent Governance review completed
3. Consulted to determine members aspirations
4. Reviewed our Vision Purpose and Values
5. Carried out a SWOT analysis
6. Prepare plan

4. SWOT Analysis

Strengths:

1. Members want excellence and support initiatives to achieve it.
2. Membership levels close to maximum.
3. Only true Links Course in the area.
4. Two top class links courses available for play all year round.
5. Southeast climate ideal for golf.
6. Local Authority's plans for further coastal erosion protection.
7. New irrigation system will help guard the course against the effects of global warming.
8. Excellent staff in place in the club.
9. Excellent Food & Beverage facilities in place.
10. Club is on a financially sound footing.

Weaknesses:

1. The Club is essentially full. Little room for further income from membership.
2. Club is excessively dependant on membership income
3. Social experience is not highly rated
4. Practice iron range is limited
5. Time sheet access needs to improve
6. Club car parking facilities need expansion and improvement.

Opportunities

1. Strong membership support to improve all aspects of the club
2. Members and staff are highly engaged
3. Both the links and Clubhouse are capable of further improvement
4. Strong membership support for continued planned development
5. The 'one club' model may deliver a saving on administrative burden

Threats

1. Increased competition with the advent of a new golf course in our area
2. Balance of Members and Visitors on time sheet
3. Under investment in club facilities and infrastructure

5. Aspirations

1. To be financially sustainable
2. Continue to improve our links courses and facilities
3. Deliver highest standards of excellence throughout the club
4. Achieve a thriving junior section
5. Achieve a modern clubhouse with a vibrant social life
6. Fully integrated club of men and women
7. Become an environmental and biodiversity leader
8. Have an active set of successful club teams and individuals
9. Become an environmental and biodiversity leader

6. Recent Golf Business Trends

Research data gleaned from prior years shows that we are currently in a very good period for golf. Experts predicted a falloff in business in the years following on from the post Covid boom years, but this has not proven to be the case. Accordingly, it is with a certain amount of confidence that we approach our first three year plan.

‘As part of a major review of its activities in 2024 Golf Ireland is highlighting significant growth in participation, further investments in clubs and facilities, and some major achievements on the course, both at home and abroad. Research from the Golf Ireland / R&A Golf Barometer quarterly survey highlights that approximately 800,000 people across the island of Ireland have engaged with golf in some capacity over the last 12 months. This includes traditional on-course play and alternative formats such as driving ranges, simulators and adventure golf facilities.

The survey confirms that over 500,000 adults have played on an 18-hole course at least once this year, reaffirming the sport’s consistent participation levels. It also found that 20% of the non-golfing population are interested in participation.

Further research conducted by Golf Ireland shows that 43% of the population are interested in golf in some capacity, as a player, spectator or fan. While only cycling and soccer finished ahead of golf in terms of sports participation in Ireland.

Participation and Development.

There was a significant increase in participation in Golf Development activities this year.

In November Golf Ireland’s Golf in the community Officers helped to launch a new schools initiative as part of the Golf Ireland Major Events Legacy Programme. Approximately 180 schools participated throughout the year, with almost 17,000 students involved (8,666 girls / 7,929 boys). The organisation is targeting over 500 schools to engage with over the next three years.

An expanded event calendar for golfers with a disability was delivered in 2024 including a new Junior Golf4All event series and eight Disabled and Inclusive Golf Association (DIGA) events, attended by 170 participants. The Women Get into Golf programme continued in 2024, with 117 clubs running programmes, of which 2,791 participants took part’. – *Golf Ireland 2025*.

Membership by Age October 2025

Age/Years	U/20	20-29	30-39	40-49	50-64	O65	total
Female							
Ordinary		1	4	8	88	169	270
Prestige						18	18
Associate					4	3	7
Jun/Juv/Stu	22	12					34
Life							0
Pavillion				1	2	21	24
Burrow				1	8	27	36
LIG			2		17	3	22
Male							0
Ordinary		40	87	95	264	265	751
Prestige						38	38
Associate							0
Jun/Juv/Stu	175	52					227
Life						7	7
Pavillion			1	1	11	21	34
Burrow		1	1	19	37		58
	197	106	95	125	431	572	1526

Comparative Rankings:

Bearing in mind that ranking of golf courses is a very subjective exercise the 2021 Golf Digest rankings of our closest clubs are outlined in the top line. As Golf Digest no longer publish rankings list the 2025 rankings are taken from 'The Irish Golfer and are used for comparative purposes only. It is worth noting that membership of Rosslare is the only club to improve its ranking and that it includes 30 golf holes on two courses along with other benefits whereas many of our competitors offer just 18 holes current selection. Outside of our three-year development levy our subscription costs are ranked lowest.

Year	Rosslare	Mount Wolsey	Arklow	Bunclody	Mount Juliet
2021:	67	65	62	46	18
2025:	58	100+	68	61	34

Full Membership Cost Comparison to Other Clubs in this area

Member	€951	€999	€980	€1375	€2,800
--------	------	------	------	-------	--------

7. Where are we going?

Our Vision - *The desired future position of the club*

‘To be a member-led family-friendly Golf Club renowned for its ‘Golf for Life’ ethos encouraging all age-groups and abilities to play golf on a links of the highest quality, providing an enjoyable and challenging experience for members and visitors alike.’

Our Mission - *Our approach to achieving our business objectives*

‘Rosslare Golf Club will provide a first-class golfing experience for all its members and visitors in a friendly, inclusive and relaxed environment. Our Links will be maintained consistent with the principals of our desire for excellence, best practice standards and our own unique golfing heritage. We will encourage sporting and social participation by all our members, their guests and our visitors. We will deliver excellence in all our operations and encourage co-operation with our local community for our mutual benefit. Rosslare Golf Club will provide high quality facilities for all users of the club. It will provide all ongoing training and staff development required making it a great place to work for our staff.’

Our Core Values - *Building blocks for the ethos of the club*

1. Welcoming and inclusive
2. Excellence and innovation in all our operations
3. Camaraderie, consideration and respect for others
4. Promote good sportsmanship and a ‘Golf for All’ ethos
5. Stewardship of our heritage
6. Strong family-based membership tradition
7. A positive part of our local community
8. Be a good employer

8. How are we to get there

The Club through the Management Committee has decided on the following seven core areas to manage the business of the club. Having due regard to our Vision and Mission Statement

9. Strategic Pillar 1.

Golf Courses Lands & Boundaries,

The further development of our championship links, our Burrow course and their environs is a cornerstone of our strategic direction. We will provide two top quality and challenging courses for the enjoyment of our membership and visitors

Goal 1. Continue to improve the quality of the two courses now that the irrigation is completed.

Goal 2. Focus on enhancing the member and visitor experience of our facilities to include improvements to our practice facilities, signage and comfort on the courses

Goal 3. Retain our greenkeeping team at the appropriate staffing level and maintain all our machinery to optimum levels and ensure that equipment status is always ready for use.

Goal 4. Continue to manage and monitor water, energy and chemical usage to minimize effects on the environment and utilise new technologies to achieve these goals.

Goal 5. Complete reconfiguration of the first tee area which does not represent the club well as a first impression. This area is holding us back in terms of image and branding.

10. Strategic Pillar 2

House and Social Events

The Clubhouse facility is key to enhancing the overall experience of the membership, their families and friends. Our goal is to develop the facilities, to enhance the overall experience, while also using the asset to contribute as a growing source of revenue to the Club by increasing the usage by all our members.

Goal 1. Complete the refurbishment of the Internal Club House to ensure that a consistent standard is maintained throughout

Goal 2. Develop and maintain the use of the exterior space of the Club House to offer a positive welcoming experience to members and guests

Goal 3. Develop an annual calendar of Social Events to enhance the members experience of the club.

Goal 4. Consider what options are available to increase storage for clubhouse purposes.

Goal 5. Work with stakeholders to ensure a strong communication process is in place.

11. Strategic Pillar 3

Treasurer. Finance and Financial Planning.

Ensure the long term, continued financial stability and success of the Club via budgetary control, financial management, stewardship of the Club's resources and effective financial governance. Plan reasonable operational surpluses to fund future and ongoing capital developments across the full range of the Club's activities

Goal 1. To ensure the Club operates at a surplus each year.

Goal 2. To provide the management committee with the financial information it requires.

Goal 3. To ensure that systems and procedures are in place to ensure correct financial planning and governance is always maintained in the Club.

Goal 4. The accounting records are maintained to a standard that they accurately reflect all transactions of the club.

12. Strategic Pillar 4.

Membership

We will review our membership categories, playing profile and policies with a view to achieving maximum coverage of all groupings and increase our membership in all categories.

Goal 1. We will work towards increasing membership across all categories while providing a welcoming introduction to new members.

Goal 2. We will promote Junior Golf while encouraging younger members to progress to full membership.

Goal 3. Focus will also be giving to assisting current members while encouraging suggestions on how to build and improve relationships with membership.

Goal 4. The Committee will investigate areas to improve and build relationships with the local community and will encourage inclusivity.

13. Strategic Pillar 5

Marketing and Communications

Promoting a positive image of the club through relevant and targeted communications to our members and non-members which maximises the potential of the golf club and endorses our position as a progressive and friendly club for all.

Goal 1. To raise the profile of Rosslare Golf Links regionally, nationally and internationally. Goal 2. To enhance the clubs' communications with both members and non-members

Goal 3. To assist the Membership Committee with attracting new members with particular focus on the 24-45 age-group via targeted campaigns and working with them on the retention of existing members.

Goal 4. To increase awareness of open events and ancillary services within the club such as the La Vista Bar & Restaurant.

Goal 5. To achieve sustainable, incremental growth of green fees with particular focus on utilising our online presence.

Goal 6. To work with Business Development on the implementation of new, revenue generating projects.

14. Strategic Pillar 6

Business Development and Strategic Planning

We will Investigate opportunities for future Club development including the possibilities of redesign and/or relocation. We will adapt a more sustainable programme of improvements while continuing to provide members with excellent value for money.

Goal 1. Provide a new Buggy Cart parking area, and adapt a new buggy policy for the club

Goal 2. Plan, agree specifications and canvas tenders for surfacing the Burrow Car Park.

Goal 3. Adapt a Sustainability Policy with a goal of net ZERO for the clubhouse by 2030

Goal 4. Explore the idea of a redesigned 3 Nine Holes concept

Goal 5. Explore the redevelopment or relocation of the club house premises and car park.

15. Programme of Capital Projects

Who is responsible? How will we know when we are there?

Project	Proposed By	Estimated Cost €	How Funded	When	Priority
Course Machinery	Chair of Greens	132,000	Own resources	2026	
Entrance Hall refurbishment	Chair of House	80,000.00*	Own Resources	2026	
Burrow Car Park	Club Development	250,000.00*	Own Resources	2026	

*Note: Estimates are subject to normal CAPEX rules of inviting various tenders.

16. Our North Star Vision:

Members long term wish is to see our clubhouse relocated to sit in the centre of three nine-hole courses and incorporating a Practice area, driving range, Gymnasium etc. While not included in our first three-year plan it is envisaged that the club would invest in having a draft plan drawing commissioned within the next five years. When complete, a dedicated sub-committee to investigate the prospects of developing the project further is envisaged.

Approved by Management Committee January 2026