



Royal Portrush Golf Club

VISION 2030

Historic Past | Ambitious Future



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CAPTAINS' FOREWORD

Dear Member,

We are delighted to present to Members the 'Vision 2030' Strategic Plan for Royal Portrush Golf Club (the Club). Derived from the recent Members' survey, the development of this Strategic Plan is the product of many hours of hard work by the Strategic Planning Committee, and we would once again like to thank everyone involved in this process for their commitment over the last year.

This Strategic Planning exercise has been an opportunity for us all to better understand what makes Royal Portrush Golf Club unique, the challenges we face, our strengths, our weaknesses and what we as Members want from our Club as we move forward. As with all strategic plans, this is work-in-progress. 'Vision 2030' will be reviewed on an annual basis and adjusted to meet the changing circumstances of the Club and the outside world. In order to keep Members engaged in the process, Council plans to keep the membership updated annually on progress on the implementation of the Strategic Plan.

Royal Portrush Golf Club has a wonderful history and we are confident that our strategic vision is sensitive to the rich heritage of the Club and the high aspirations Members have for our future. In essence, Royal Portrush has been evolving ever since it was founded in 1888 when the Club was located in the town. Over the last 133 years the Clubhouse has relocated and the Royal Portrush Links have migrated towards the White Rocks. The addition of the new 7th and 8th holes on Dunluce is evidence of the ongoing changes needed to meet our current requirements. Council has an ongoing responsibility to continually review and implement strategies to ensure we continue to offer the best facilities and golfing experience for our Members and visitors.

With the successful hosting of the 2019 Open Championship, we have an ideal opportunity to chart a course that safeguards the future of our great Club for our current Members and generations of Members to come. We believe the vision, mission, core values and the proposed action plan provide a clear roadmap for where we want to go and how we plan to get there, whilst reflecting the ethos synonymous with Royal Portrush Golf Club.

We hope you enjoy reading the document and take great pride in being a Member of such a wonderful Club.

Dr Ian DV Kerr
Captain

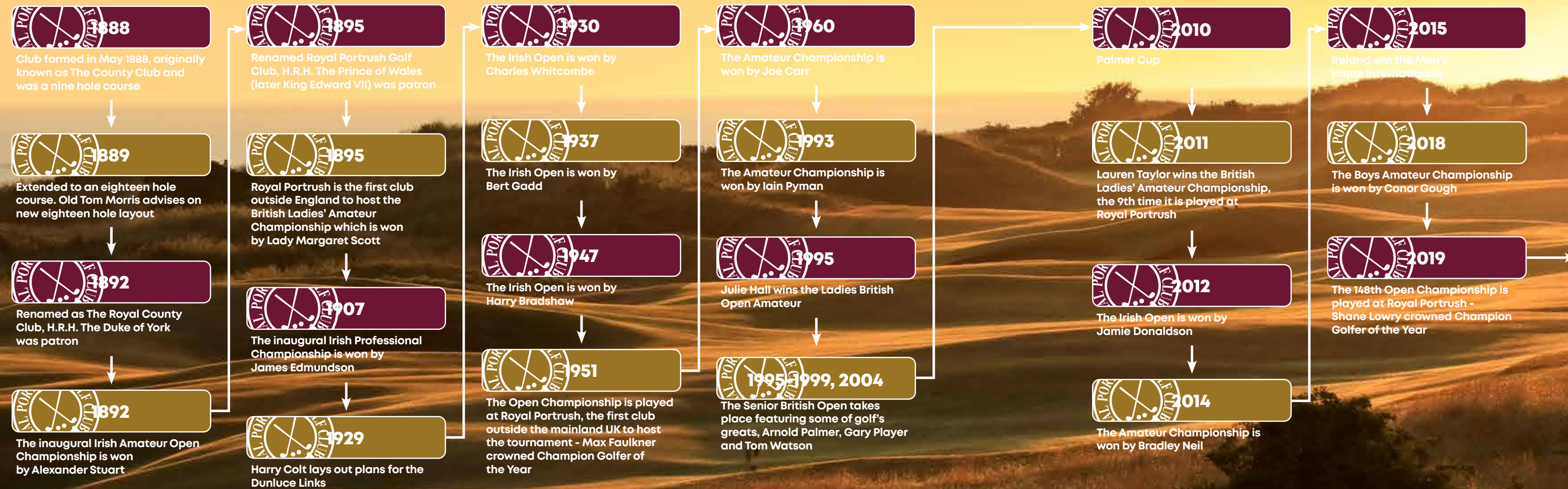
Mrs Nicky Smyth
Captain of the Ladies' Branch



MARCH 2021



A ROYAL PORTRUSH TIMELINE



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OVERVIEW OF VISION 2030 STRATEGIC PLAN

Royal Portrush Golf Club is recognised for its rich history and golfing heritage which has embraced all aspects of the amateur game and its development. The Club provides an excellent golfing experience for Members and visitors, is recognised as a top international golf venue and has a history of hosting local, national and international golf championships including the return of The Open Championship in 2019. It is within this context of success and achievement that Royal Portrush Golf Club has looked to the future and considered its development for the following ten years within the Vision 2030 Strategic Plan.

Key areas for development, as informed by Member and stakeholder consultation (see Appendix), were identified as:

- **Ensuring** a sustainable and engaged Membership
- **Further** enhancing the Club's existing outstanding Member and visitor golfing experience
- **Creating** a world renowned golf complex
- **Providing** facilities, hospitality services and social events to a high standard for Members and visitors
- **Ensuring** best practice in Club governance
- **Preserving**, protecting and celebrating the Club's history and heritage

Two new areas for development were identified:

- **The need to embrace equality and inclusivity within the Club while being cognisant of traditions**
- **The need to improve governance systems and management structures of the Club were acknowledged by Members. Both are reflected in individual strategic objectives.**

The Vision 2030 Strategic Plan acknowledges and builds on the accomplishments and current good practice of Royal Portrush Golf Club. However, the Club does not wish to "rest on its laurels" and instead strive for continuous improvement in all aspects, aiming to reach its vision of being one of the world's leading golf clubs. The Vision 2030 Strategic Plan acknowledges the Club's historic past and ambitious future.



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OUR VISION

To position ourselves as one of the world's leading golf clubs.

OUR MISSION

To provide an exceptional golfing venue for Members and visitors - offering a world renowned golfing experience in a welcoming, relaxed, friendly and inclusive environment.

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OUR VALUES

As a Club we are:

- **Committed** to growing the game of golf
- **Promoters** of the health benefits of the sport, both mental and physical
- **Respectful** of our heritage, history and traditions
- **Welcoming** and inclusive to all
- **Proud** of our links with and contribution to the local community
- **Committed** to acting with integrity and transparency
- **Honoured** to be an Open Championship venue
- **Innovative** and embrace new ideas in all operational areas
- **Determined** to deliver excellence in our service provision and facilities
- **A responsible** employer, committed to the development of our valued staff
- **Committed** to the stewardship and sustainability of our environment
- **Dedicated** to ensuring the safety of all while at our Club



FOCUS AREAS

Strategic development for the Club was identified and grouped within 6 clearly defined Focus Areas.

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MEMBERSHIP

Overall Aim

To have a sustainable and engaged Membership



Strategic Objectives

- **Review** Membership sustainability and structures, and explore a choice of inclusive Membership categories
- **Ensure** a transparent application process for new Members, including changes of Membership category
- **Continue** to develop and implement effective and timely communication with Members
- **Strengthen** the relationships across all Membership categories
- **Encourage** the retention of Junior and Student Members to Full Membership

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GOLFING EXPERIENCE

Overall Aim

To further enhance our existing outstanding Member and visitor golfing experience

Strategic Objectives

- **Ensure** an appropriate balance of Member and visitor tee time access
- **Promote** and encourage Member and visitor play on both the Dunluce and the Valley Links
- **Monitor** and ensure an acceptable pace of play on the Dunluce and the Valley Links
- **Provide** a varied and engaging Member competition schedule
- **Improve** the structures that encourage golfing success of Members and teams at representative levels
- **Provide** and improve facilities and opportunities for continued skills development of all Members
- **Continue** to nurture and encourage all Junior Members
- **Inspire** future generations and promote Members' enjoyment of the game through the hosting of Championship events
- **Support** the wider golfing community and golf tourism through the hosting of Championship events
- **Proactively** plan Championship events schedules that are sensitive to Members' needs
- **Explore** ways to enhance the unique and personal golfing experience for visitors

COURSE DEVELOPMENT & SUSTAINABILITY

Overall Aim

To create a world renowned golf complex

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Strategic Objectives

- **Continue** high quality maintenance and presentation of all courses
- **Seek** to improve the world ranking of the Dunluce Links
- **Develop** and enhance the Valley Links including the consideration of 2 x 9 hole loops
- **Identify** and mitigate against potential external challenges including coastal erosion and other boundary risks
- **Provide** fitting hospitality infrastructure on the Links courses and practice range facilities
- **Provide** opportunities for family friendly and initial engagement with golf
- **Review** the Skerries and ensure its presentation is at a level appropriate to a world renowned golf complex
- **Maintain** and strengthen links with the local community
- **Ensure** meaningful consultation with Members on course and vacant land development
- **Improve** practice facilities
- **Continue** to protect our rich and biodiverse ecosystem
- **Resource** and enable our core staff team to implement best available course management techniques

CLUBHOUSE FACILITIES AND SOCIAL EVENTS

Overall Aim

To provide Clubhouse facilities, hospitality services and social events to a high standard for Members and visitors

Strategic Objectives

- **Explore** the potential for a spike bar/informal dining experience
- **Continue** to improve the dining experience in all Club facilities
- **Build** on the friendly and inclusive environment within all facilities and service provision
- **Consider** and implement necessary refurbishment and/or development to all Clubhouse facilities and landscaping taking into account our long term Clubhouse needs
- **Explore** the rationale for a single Clubhouse serving all Club Members
- **Maximise** the visitor experience across the Club facilities
- **Provide** a more diverse range of Club social events that align with Membership demographics
- **Ensure** the Club shop provides a variety of desirable merchandise for both Members and visitors



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GOVERNANCE

Overall Aim

To ensure best practice in Club governance

Strategic Objectives

- **Undertake** continual strategic and financial planning, risk management and evaluation of governance practice
- **Explore** models of management and associated legal structures that enable the Club to be run in a more business-like manner
- **Pursue** equality and inclusivity across the Club's decision making bodies and processes
- **Ensure** increased and timely communication with Members regarding strategic and financial decision making
- **Proactively** manage the Club's brand image, profile and reputation
- **Ensure** a transparent and efficient governing body election process
- **Nurture** and develop a skilled and cohesive staff team
- **Ensure** administrative systems and processes are fit for purpose
- **Aspire** to be a carbon neutral Club
- **Ensure** compliance with all relevant statutory legislation
- **Encourage** Member participation in volunteering opportunities



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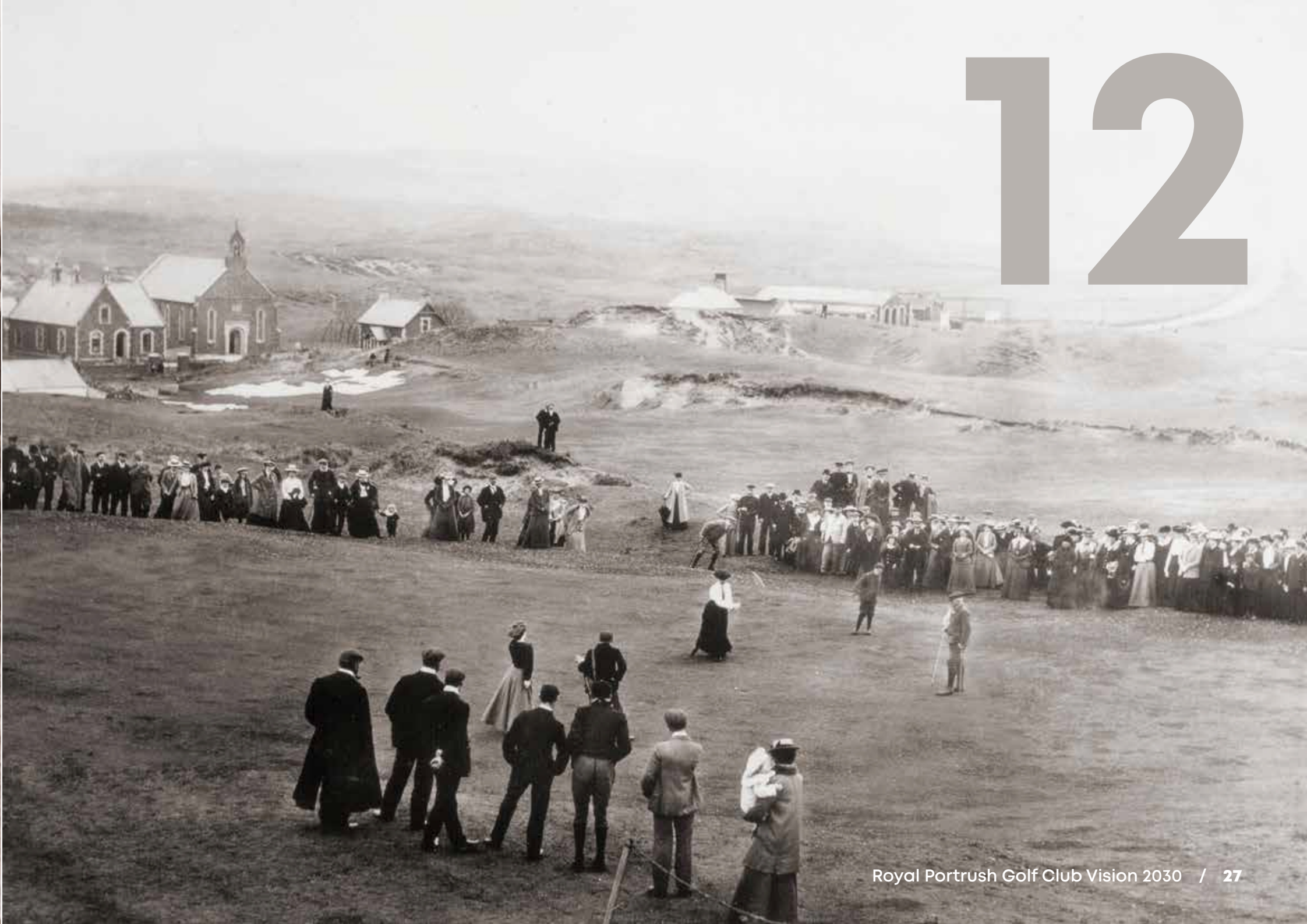
HISTORY AND HERITAGE

Overall Aim

To preserve, protect and celebrate the Club's history and heritage

Strategic Objectives

- **Promote** and celebrate the Club's history within and beyond the Club
- **Expand** and securely maintain history and heritage archives and records of Royal Portrush Golf Club, The Ladies' Branch and Rathmore Golf Club
- **Ensure** appropriate presentation of both recent and longstanding history and heritage



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IMPLEMENTATION

The Vision 2030 Strategic Plan will guide the development of the Club. Ultimately the Council has responsibility for driving the Club's strategies forward. It is recognised that this is a mammoth task, therefore the active support of the Members in the execution of our plans is crucial. We look forward to having Members involved in the existing and additional structures that will expediate the implementation of the 50 strategic objectives.

Existing Committee structures will drive forward strategies where they link directly to the focus areas with the Vision 2030 Strategic Plan. Where a focus area does not naturally fall within an existing Committee then new Strategic Working Groups have been formed to address these areas.

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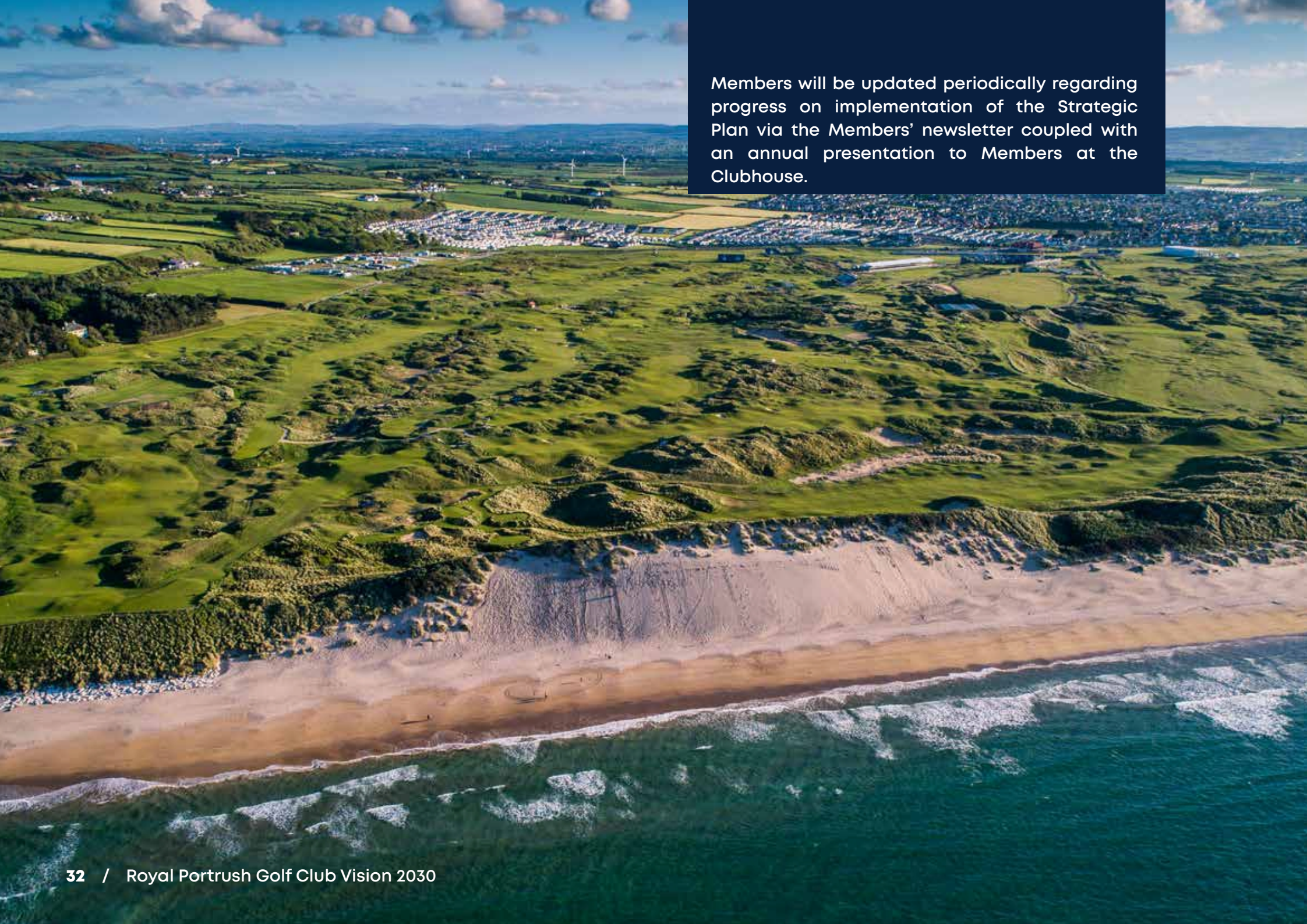
The proposed responsibilities are as follows:

Focus Area	Responsibility for driving strategy
Golf Experience	Match & Handicapping Committee
Course Development/Sustainability	Links Committee
Club Facilities/Social Events	House & Social Committee
History and Heritage	House & Social Committee
Membership	Membership Strategic Working Group*
Governance	Governance Strategic Working Group*

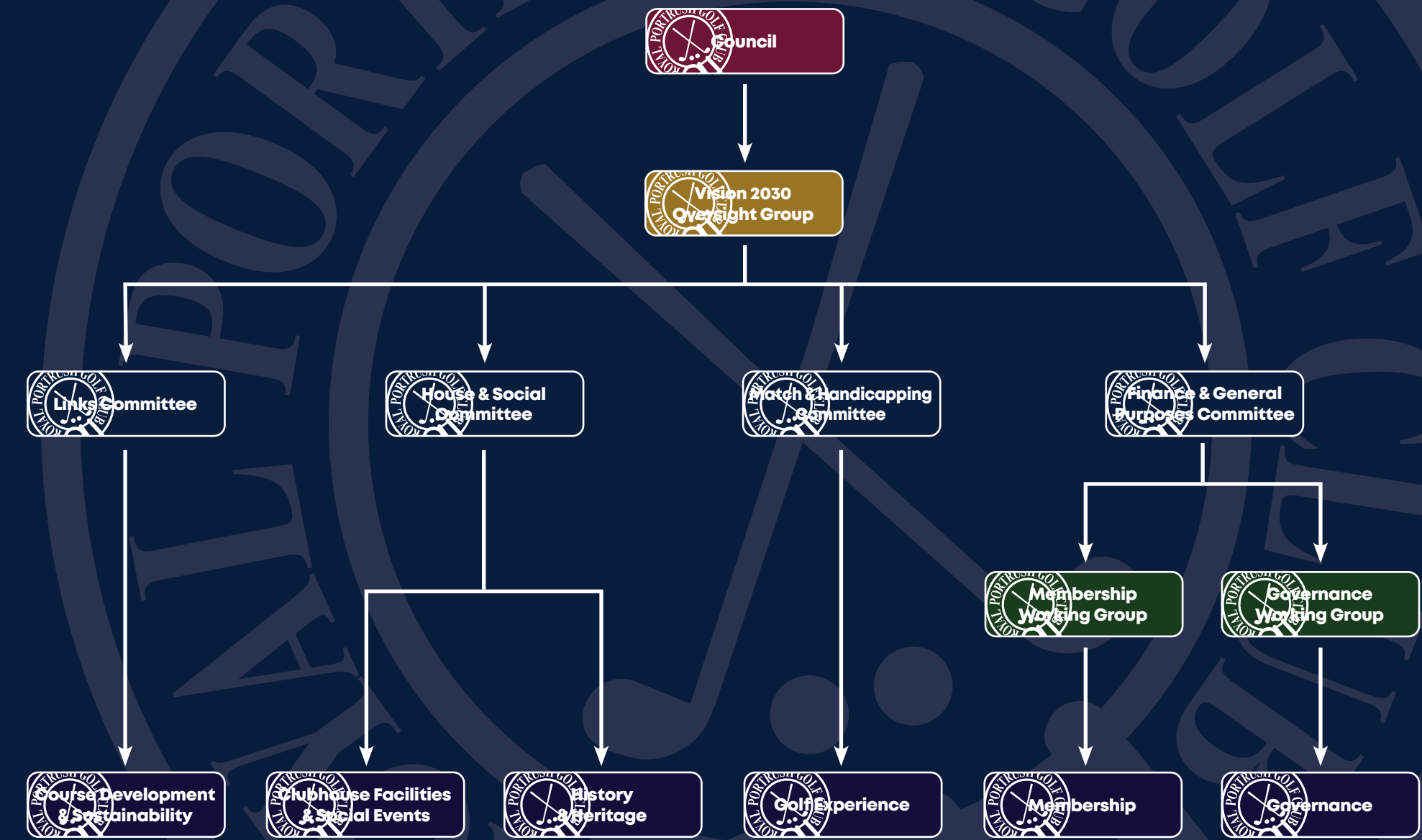
** The Membership and Governance Strategic Working Groups will report to the Finance & General Purposes Committee.*

It will be the responsibility of Council, working with the Convenors and management, to assign priorities and timelines to the Strategic Objectives and to suggest where the use of additional Working Groups could help achieve specific Objectives. A Vision 2030 Oversight Group will monitor the progress of strategic development across the Club.

Working Groups will have Member representation from across the Club with a minimum of 1/3 representation from the Ladies' Branch. All Working Group representation should ensure the inclusion of relevant skills and experience.



Members will be updated periodically regarding progress on implementation of the Strategic Plan via the Members' newsletter coupled with an annual presentation to Members at the Clubhouse.





APPENDIX

Vision 2030 Strategic Plan - Member Participation

Royal Portrush Golf Club (The Club) initiated a strategic planning process in the summer of 2020 to identify key development strategies that the Club would drive forward over the following ten years. Widespread consultation was carried out with Members and key stakeholders via individual conversations, focus groups and online surveys. Initial consultation was carried out to gain opinions regarding the Club's successes and achievements and identifying potential areas for development. In total 104 Members were consulted via individual conversation or focus groups and an additional 15 individual conversations were undertaken with internal and external stakeholders. The Covid-19 pandemic regulations and restrictions resulted in consultation being primarily through remote/online conferencing.

The initial consultation involved an extensive online survey which all Members were invited to complete. 45% of the 1207 Members returned surveys. This above average response rate indicates a high level of commitment to the Club and demonstrates the Members' desire to help shape its future development. An additional 72 separate survey responses were received from Rathmore GC.

Consultation via individual conversations, focus groups and survey gathered a wealth of opinion and insight regarding the development of the Club. The following documents were produced and used to progress the strategic planning process:

- Consolidated Stakeholder Feedback Report
- Stakeholder consultation Themes
- Member Survey Results Report
- Member Survey Feedback Synopsis

The consultation findings were explored in depth and were used to inform the focus of the Club's strategic development. Through a series of 5 online facilitated sessions, the Strategic Planning Committee, involving representation from across the Club's Membership, developed the consultation findings into the Club's strategic plan. The Club's vision and mission statements and values were determined, defining the Club's aspirations, purpose and principles. From the consultation findings, 6 key focus areas were established, and strategic aims and objectives were identified for each, providing direction for future Councils in furthering the development of the Club.



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