

# FIVE YEAR VISION

A CLEAR VISION FOR A STRONGER CLUB | 2025-2030



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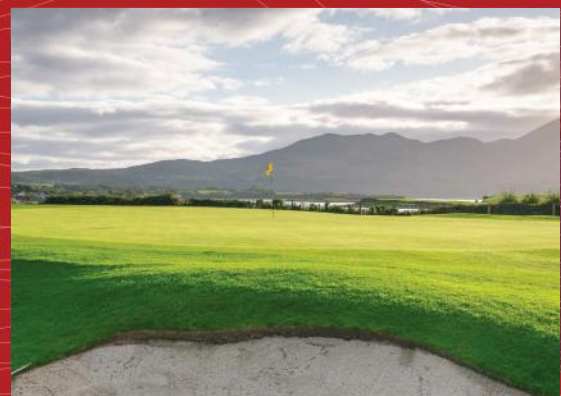




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This five year vision for  
Westport Golf Club is  
built on the foundations  
of our history ethos and  
values





# INTRODUCTION

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Westport Golf Club, founded in 1908 and relocated to its spectacular current site in 1973, now embarks on a new phase of strategic development under the Westport 2030 initiative.

This Five Year Vision sets out a structured direction for the club from 2025 to 2030. A direction shaped by robust member feedback, collaborative discussion, and detailed analysis of the club's current and future needs.

With over 60% of members contributing to a comprehensive survey, and with input from

the Management Council, committees, and external consultants, this plan is rooted in the views of those who care most about the club's future. It responds to the changing demands of modern golf while ensuring that tradition and long-term sustainability remain central pillars.

This document is more than a statement of ambition — it is a practical framework for action, accountability, and growth. It outlines the club's priorities, defines our strategic goals, and serves as a benchmark for progress over the coming years.



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# COLLECTIVE VISION

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Westport Golf Club is entering a new chapter, a time defined by purpose, ambition, and a shared belief in what we can achieve together.

Our collective vision is to position Westport Golf Club as a leading parkland golf destination in the west of Ireland, a place recognised not just for its stunning scenery and championship pedigree, but for the warmth of its welcome, the quality of its playing experience, and the strength of its community.

We are proud of our history. Since 1908, and particularly since our move to the current Fred Hawtree-designed layout in 1973, Westport Golf Club has stood as a symbol of excellence in Irish golf. We have hosted major national

championships and nurtured generations of golfers. This legacy continues to inspire our future.

We envision a club that thrives, where members feel proud to belong, where visitors return year after year, and where innovation and tradition sit side by side. We want more than just a great golf course; we want a great club culture, one that connects people, builds lasting friendships, and contributes meaningfully to the town of Westport.

Through this Five Year Vision, we recommit to our role as custodians of something truly special. Together, we will shape a club that future generations will be proud to inherit.



**“A proud past guiding  
a purposeful future**



# MISSION STATEMENT

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Our mission is to guide Westport Golf Club towards a sustainable and successful future by strengthening our financial position, leading with good governance, and delivering consistent quality across all aspects of the club.

We are committed to continuous improvement — in our course, our facilities, and our service — and to ensuring the club remains inclusive, welcoming, and relevant to modern lifestyles. We exist not just to preserve our legacy, but to grow a vibrant, connected community where every member feels proud to belong.

*Rooted in History*  
*Driven by Purpose*  
*United by Community*



*Rooted in History  
Driven by Purpose  
United by Community*





# GOVERNANCE

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Our vision is to foster a culture of clear, professional, and transparent governance that supports the long-term sustainability and success of Westport Golf Club.

We recognise that strong governance is essential to a resilient and trusted club. Over the next five years, we will implement a unified structure under the One Club model, bringing greater clarity, consistency, and accountability to how the club is led.

Our priorities include defining roles, improving communication, planning for leadership succession, and aligning all committees and

teams with the club's strategic direction. Job descriptions, terms of reference, and reporting lines will be formalised, and monthly updates will keep members informed.

By 2029, a full review of this plan will be undertaken to set the next strategic cycle. Our goal is to build a governance framework that encourages participation, builds trust, and supports future leaders in driving the club forward

## **ACCOUNTABILITY**

A management council that is publicly accountable to the members of the golf club and demonstrates responsible decision-making.

## **TRANSPARENCY**

To develop a degree of openness and clarity about how decisions are taken to conduct and manage the affairs of the golf club.

## **INFRASTRUCTURE**

To implement robust financial controls overseen by the finance officer to enhance a culture of good governance within the golf club.

## **BUSINESS SYSTEMS**

To establish systems and processes as essential building blocks for achieving the goals and objectives of the Five Year Vision.

## **COMMUNICATION**

To ensure clear channels of communication which deliver key information to all members and stakeholders.

## **RISK MANAGEMENT**

To establish an effective risk management framework which protects the interests of Westport Golf Club.

# FINANCE

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Our vision is to ensure the long-term financial sustainability of Westport Golf Club through strong financial leadership, diversified income streams, and a responsible approach to planning, sponsorship, and fundraising.

Financial strength underpins everything we want to achieve as a club, from course improvements and facility upgrades to member services and community events.

Over the next five years, we will continue to grow income, manage resources prudently, and make informed decisions aligned with our strategic goals.

In addition to core revenues from membership and visitor income, we will support development through structured sponsorship and fundraising activity.

We will remain committed to transparency, annual reporting, and aligning all financial decisions with the club's long-term priorities, ensuring that every euro is used effectively to support the club's vision.





## **TRANSPARENCY & REPORTING**

Provide members with regular financial updates and clear reporting on performance and strategic priorities.

## **BUDGETING**

To implement budgeting strategies that safeguard the club's income and expenditure in accordance with sound financial management practices.

## **COST BENEFIT ANALYSIS**

To incorporate cost-benefit analysis into financial decision-making to support responsible use of club resources.

## **INCOME DEVELOPMENT**

Strengthen the club's financial position by encouraging steady membership growth and promoting visitor play.

## **FUNDRAISING**

To deliver high-quality fundraising events including golf and community initiatives, that support key club projects.

## **ASSET MANAGEMENT**

To implement correct procedures to ensure the assets of the club are at all times safeguarded.

# GOLF COURSE

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Our vision is to position Westport Golf Club as the best-in-class parkland course in the region. A layout that is playable year-round, maintained to high standards, and managed with environmental responsibility.

The golf course is the club's most valuable asset — a championship-standard layout in a spectacular coastal setting, designed by Fred Hawtree and admired by golfers of all levels. Over the next five years, we will invest in structured improvements that enhance playability, presentation, and sustainability.

We will implement a rolling machinery replacement plan to support high-quality

maintenance, deliver a clear programme of annual course improvements, and prioritise health and safety across all operations. Our goal is to ensure that every round played reflects the standards expected of a top-tier regional venue.

Sustainability will underpin our approach, with a clear aim of reducing resource use, protecting biodiversity, and aligning with best practice in responsible course management.

## **GREENS DEVELOPMENT**

Continue the greens development programme to deliver consistent, best-in-class playing surfaces during the peak playing season.

## **MACHINERY PLAN**

Deliver a rolling machinery replacement programme to support effective, efficient course care.

## **LANDSCAPING**

To enhance views of Clew Bay and Croagh Patrick, ensuring the surrounding natural beauty remains central to the playing experience.

## **SUSTAINABILITY**

Adopt more sustainable, non-chemical course management practices in line with best environmental standards.

## **DEFINITION**

Refine cutting patterns across tees, fairways, and surrounds to ensure each area complements the overall course presentation.

## **STANDARDS**

Continue to improve the overall conditioning of the course in line with Westport's reputation as a championship venue



# CLUBHOUSE & FACILITIES

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Our vision is to create a modern, welcoming clubhouse and practice environment that reflects the quality of our course, enhances the member and visitor experience, and supports a vibrant social and community atmosphere.

The clubhouse is more than a building, it's the heart of the club experience. Over the coming years, we will focus on upgrading key facilities, enhancing the food and beverage offering, and ensuring our practice areas including the Driving Range, continue to meet the expectations of modern golfers.

Improvements will include areas such as locker rooms, communal spaces, décor, outdoor seating, signage, landscaping, and practice facilities.

We will work closely with our franchise partners to ensure the food and beverage experience reflects the standards of a progressive, member-led club.

Enhancements will be guided by member feedback, operational needs, and a commitment to providing high-quality, accessible, and functional spaces for golfers and visitors alike.

## **CLUBHOUSE**

To enhance interior and exterior clubhouse spaces to improve comfort, functionality, and presentation, creating a positive impression for members and visitors alike.

## **BAR & RESTAURANT**

We will work with our franchise partners to ensure the bar and restaurant remain welcoming and meet member expectations.

## **GOLF SHOP**

To expand the range of golf products to ensure they complement the preferences of our members and visitors.

## **GOLF ACADEMY**

Maintain and enhance the Driving Range and short game areas to support year-round coaching and practice.

## **CLUB CULTURE**

Position the clubhouse and practice areas as welcoming hubs for golf, social activity, and community use.

# MEMBERSHIP

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Members are the heart of the club. Over the next five years, we aim to grow and retain our membership by improving engagement, strengthening onboarding, and delivering a club experience that reflects modern lifestyles.

We will offer flexible membership options, encourage participation across all age groups, and invest in junior development. Our Junior Programme will be more closely aligned with the Golf Academy, with a structured coaching pathway and activities that build confidence, friendships, and long-term connection to the club.

We will continue to promote inclusivity, enhance communication, and foster a strong sense of belonging. Seasonal campaigns, open days, and referral initiatives will help attract new members while strengthening loyalty among our existing community.

Our vision is to build a vibrant, inclusive membership that reflects the spirit of Westport Golf Club and supports long-term success.

## **TOGETHERNESS**

To establish and promote activities within the golf club environment that fosters club pride, team spirit and social connection among members.

## **COMPETITION**

To support a strong competitive spirit across our club teams as they represent Westport in local and national competitions.

## **RETENTION & GROWTH**

Increase membership income through improved retention and targeted recruitment, with a focus on building long-term loyalty.

## **HISTORY & TRADITION**

To honour the club's history and traditions while embracing evolution, and to strengthen relationships with other clubs both locally and internationally.

## **COMMUNITY SPIRIT**

To promote a culture of friendship, respect, and social connection that enhances the overall member experience.

## **JUNIOR DEVELOPMENT**

To support and grow junior membership through structured coaching, enjoyable activities, and a clear pathway that builds long-term engagement with the club.



# MARKETING & COMMUNICATIONS

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Our vision is to position Westport Golf Club as a leading destination for members and visitors alike by delivering clear, consistent, and compelling communications supported by modern, effective marketing.

Over the next five years, we will implement a structured marketing plan that strengthens the club's brand, increases visitor income, and supports membership recruitment, sponsorship, and event promotion. Our efforts will focus on digital channels, strategic partnerships, and the use of high-quality content to showcase the course and club experience.

We will also prioritise clear internal communication, helping members stay informed, engaged, and connected to the club's progress, activities, and opportunities. By aligning all messaging across platforms, Westport Golf Club will build a strong, consistent voice that reflects our values and ambition.

Marketing will support all areas of the club, from sales and fundraising to social and community initiatives, helping to grow awareness and enhance the club's reputation both locally and beyond.

## **DIGITAL MARKETING**

To adopt a results-driven digital marketing approach that delivers strong engagement with key target audiences.

## **PARTNERSHIPS**

Build relationships with tourism providers, hotels, and tour operators to attract new visitors and group bookings.

## **ADVERTISING**

To establish clear advertising strategies and budgets that maximise the return of the club's financial investment.

## **COMMUNICATIONS**

Deliver regular updates to members via email, website, and in-house channels to improve transparency and engagement.

## **EVENTS**

To participate in key industry and regional events that promote Westport Golf Club's reputation and raise awareness of the club as a leading golf destination

## **BRAND POSITIONING**

Promote Westport as a leading parkland destination in the region, celebrated for its stunning setting, warm welcome, and memorable playing experience.

# HUMAN RESOURCES

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Our vision is to support a positive, professional, and well-aligned team culture that underpins the delivery of a great golf and club experience at Westport Golf Club.

While Westport Golf Club is a member-led organisation, our people, both staff and volunteers, play a critical role in maintaining high standards across the course, clubhouse, and day-to-day operations.

Over the next five years, we will strengthen our approach to team development, role clarity, and internal communication.

We will prioritise clear reporting structures, provide support for training and development, and ensure a safe, respectful working environment for all staff. These steps will not only support operational excellence but also foster a culture of collaboration and shared purpose that benefits the entire club community.



## **CLARITY & STRUCTURE**

To maintain clear roles, reporting lines, and responsibilities across both staff and volunteer teams.

## **WORKPLACE CULTURE**

To promote a respectful, inclusive, and team-focused environment that reflects the values of Westport Golf Club..

## **CUSTOMER SERVICE**

To foster a service culture that delivers consistently high standards and reflects Westport Golf Club's ambition as a leading regional golf destination.

## **EMPLOYEE TRAINING**

To implement proper training standards so employees can be empowered to carry out their duties in a competent and professional manner.

## **VOLUNTEER ENGAGEMENT**

Support and recognise the contribution of volunteers as an essential part of the club's team ethos.

## **COMMUNICATION**

To ensure staff are well-informed about club activities and operations, enabling them to contribute actively to the Five Year Vision.



# CONCLUSION

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This Five Year Vision is a shared commitment to building a stronger, more connected Westport Golf Club. It honours our heritage while embracing future opportunities.

At the heart of this vision is the experience we offer. From first impressions to final farewells, every interaction should reflect the warmth, professionalism, and pride that define our club. Whether a member or visitor, we aim to make each journey through the club a memorable one.

Our goals are ambitious yet achievable, grounded in sound governance, financial responsibility, continuous improvement, and

community connection. With the support of our members, the leadership of our committees, and the dedication of our team, we can shape a club that thrives on the course, in the clubhouse, and in the lives of those who call it their golfing home.

We know progress will not happen overnight, but we are committed to making steady and meaningful strides. The actions we take today will lay the foundation for future generations. By working together, we will ensure Westport Golf Club remains a place people are proud to belong to and support.

**The future is ours to shape together.**









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