



Vicars Cross Golf Club

Strategic Plan

2026 - 2030

Introduction

The purpose of this document is to set out a strategy for the future priorities for the club. It is based on an analysis by the Board of Directors of current and anticipated future trends from a wide variety of sources and is rooted in the expectations of its Members. The plan is focussed on the period 2026 to 2030.

It is our intention that Members fully understand and support the framework shared here. The priorities are based on the outcomes of the Members survey and consultation with the various committees of members responsible for administering the club as well as other sources such as golf industry sourced studies and publications. An overview of this analysis is set out later in the Plan.

Vicars Cross Golf Club has always had the vision and foresight to invest in resources to provide the best course and ancillary facilities possible with the finance available.

This document sets out an outline strategy for areas considered for investment from the current Board to maintain, and where possible, improve the high standards expected by Members.

The Plan will be reviewed regularly in terms of any necessary revisions required as a result of any changes in circumstances

Mission Statement

Our overarching mission is to maintain the financial sustainability of the club into the future. We aim to achieve this by promoting the game of golf by offering highest quality golfing facilities, inclusive programmes, and sustainable practices while preserving our club's heritage and enhancing member value.

Vision

- To be a welcoming, modern golf destination that delivers exceptional experiences for members, guests, and the wider community.
- A well maintained, challenging parkland course with first class practice facilities
- A Members Club offering value for money
- To be the 'Golfers Club of Choice' in and around Chester

Values

We promote the following values in all circumstances within the business, for all staff, members, guests and any stakeholders;

- Fairness, respect, honesty, and integrity
 - Responsive to our Members needs
 - Pride in our club, a sense of "brand loyalty"
 - The promotion of a friendly, welcoming, relaxed and inclusive culture
 - The instigation and maintenance of high standards of behaviour
 - An openness in all membership and financial activities
 - Value for our facility and the expectation that all our members and guests will demonstrate the same
 - A commitment to a safe and healthy environment
 - A caring and considerate employer of well trained and talented staff
 - Visitors are 'Day Members' – enjoying the benefits and services provided.
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Future Trends Analysis

The following subject areas provide an overview of the wider, current and projected themes that have influenced the strategic proposals within this plan

1. Demographic Shifts

- Ageing population: Golf remains popular among older adults but requires engagement with younger players.
- Greater diversity: A societal demand for more inclusive and family-friendly environments.

2. Changing Leisure Habits

- Time-pressed lifestyles: Shorter formats (e.g., 9-hole rounds, Topgolf-style experiences) growing in popularity.
- Digital-first engagement: Members expect mobile-friendly booking, communication, and performance tracking.

3. Environmental Sustainability

- Increasing pressure to reduce water usage, pesticide application, and energy consumption.
- Government and local council regulations on land use and biodiversity will intensify.

4. Economic Pressures

- Cost-of-living increases are making discretionary spending on memberships more selective.
- Clubs must demonstrate tangible value and flexibility

5. Technology & Innovation

- Growth of golf simulators, GPS tracking, and AI-enhanced coaching tools.
- Opportunities for data-driven decision making in club management.

The following is an outline of the strategic priorities for the club in the next 4 years and beyond. The objectives are intended as a starting point for a thorough analysis for the Board and members to determine an action plan to deliver an outcome for each of the objectives. The lead Director for each priority is set out within this section, all to be delivered within the 2026 – 2030 timescale.

Strategic Objectives

1. Golf Course

Risk The highest priority for the club is to provide the best golfing facilities with the available resources. Not achieving this represents the greatest risk for the Club.

Key Objectives

- To agree and deliver a rolling 3 year development plan to provide the optimum golfing experience at Vicars Cross Golf Club
- Develop a water management strategy to include water sourcing and irrigation and to recommend proposals to the Board
- Promote sustainable course management in terms of environment equipment and development with reference to the appropriate industry and R&A guidelines where appropriate

Lead: **Course Director**

2. Membership

Risk Our Largest income stream by some margin comes from membership subscriptions. This provides a significant risk to the viability of the club if it falls in value year on year

Key Objectives

- To identify an optimum % balance between membership income vs visitor/external income.
- Determine an optimum level of income based on membership fees
- Determine a member recruitment and retention strategy to optimise income levels.
- Continue broaden the diversification of membership for example with increased numbers of women and more people from minority groups and different age groups.

Lead ; **Business Development Director**

3. Enhance Club Efficiency Through Digital Transformation

Risk: The Club is susceptible to failure of key management and operational systems leading to financial and/or reputational loss. Digitisation could lead to improved efficiencies, enhancing the member and visitor experience and saving money.

Key Objectives

- Accelerate the move to integrate the services to make them simpler to use and more efficient.
- Upgrade website and mobile app for bookings, payments, and communications.
- Digitise all in house systems e.g. finance, staffing e.g. appraisals training etc
- Identify key metrics to track business performance

Lead ; **Business Development Director**

4. Diversify Revenue Streams and Improve Financial Resilience

Risk In order to spread the financial risk to the club it is advisable to explore other means of generating revenue and making efficiency savings within the business.

Key Objectives

- Review planning opportunities for the site. Maximise revenue from physical assets, buildings, plots of land and other any other assets within the curtilage of the site. Be in a position to maximise the value of assets via planning reviews.
- Determine practicality of external hospitality ie income/profit versus resources committed
- Review Food and Beverage provision to ensure it is providing for the needs of the members and Value for money
- Develop a site development plan to include an assessment of the electrical infrastructure

Lead ; **House and Assets Director**

5. People ; Develop staff;

Risk ; Substantial proportion of costs for the Club is staffing. Ensuring staff are trained and motivated and efficient is vital. Welfare and legal issues can also leave the club liable for unwanted costs

Key Objective

- Provide access to training and development commit budget levels to job role specific courses in all areas of Club
- Assess the future administration needs for the Club.
- Assess future staffing structure and recruitment and retention strategy

Lead ; **Chair**

6. Golf Services

Risk The provision of excellent golf support services to Members is essential to build and maintain a thriving club. This entails the most efficient use of on site coaching and support facilities. Optimum use of the facilities invested in by the club, and therefore value for money, is a priority for the club.

Key Objectives

- Develop and enhance the services provided to golfers via the in house coaching and training facilities.
- Determine a coaching and development pathway from new members to golf elite
- Ensure the club maximises the benefits of its relationship with its professionals services

Lead ; **Golf Services Director**

Review & Evaluation

- Bi-annual performance reviews by the Board of Directors.
 - Member surveys every two years.
 - Annual reporting on sustainability metrics and financial KPIs.
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