



## Chairperson's Report

**Management Committee Members:** Tiernan Byrne (Chair of Marketing), Geoff Coman (Chair Business Development), Gemma Campion (Chair of Membership), Michael Dempsey (Chair of Greens), Peter Dolan (Chair of House & Social), Sean Mernagh (Hon Treasurer), Carol O'Brien (Hon Secretary), Michael Roche (Chairperson).

### **Number of Meetings: 23**

Following the passing of the revised Constitution at the AGM on January 29th the new management structure was inaugurated. The Management Committee (MC) made up of 8 members, as opposed to 16 in previous years, was tasked with running the business side of the Club.

It was a challenging time on many fronts for the MC as we grappled with the limits imposed by Covid, the new structure, the need to develop and implement new policies and procedures and 'Leather Jackets'. The huge volume of work undertaken is reflected in the number of MC meetings during the year. By now you will have read the MC's Strategic Plan for Rosslare Golf Club. It sets out in detail our vision for the Club over the next five years. It prioritises a number of projects which will grow the business of the Club and enhance the experience for both members and guests. I would like to thank Paddy Lonergan for the huge role he played in putting this document together.

The biggest project facing the MC during the year was the signing off of the first phase of the Irrigation Project and securing formal approval of the Sports Grant of €54,000. (See Chair of Greens Report)

Financially your Club has never been in such a strong position, (See Hon Treasurer's Report). Total income from green fees is higher than 2019 levels despite the fact that the courses were closed for the first four months of this year. Green fee income for the Burrow course exceeded €100,000 for the first time ever. However, the challenge to grow revenues is more urgent than ever to fund projects such as upgrading the Clubhouse, the Locker Rooms and the Burrow Car Park not to mention the 2nd Phase of the Irrigation Project. We have also applied for a Capital Sports Grant to upgrade the Men's and Ladies Locker Rooms.

During the year our Head Greenkeeper, Iain Wakeman, left the Club after 10 years and we wish him well in his future endeavours. Mark Doyle has taken over the role and he and his team are working with the Greens Committee to bring both courses up to the highest standards possible.

Sean Sinnott is retiring from the Club after 23 years of unstinting service. It is fair to say that the Burrow course will not be the same without him.

Finally, I would like to thank the members of the Management Committee for their dedication and hard work during the year.

**Michael Roche**  
**Chairperson**



## **Treasurer's Report**

**Finance Committee Members:** Karen Burke, Michael Kearns Kevin Mitchell, Donal O'Keeffe, Colm Waldron, Gerry White.

### **Number of Meetings: 8**

Once again, the Covid pandemic impacted on the Club but despite the closure of the Clubhouse and courses for part of the year the figures held up well. The Club's two main sources of revenues, Subscriptions and Green Fees were €617,132 and €263,638 respectively which compare favourably with recent years.

Bank borrowings continues to decrease. The bank loan at the end September, 2021 was down by over €40,000 to €281,260 while the balance on the machinery loans was €109,158; this loan will be fully paid in June 2023. Cash at bank was €545,337 at the year end, up from €337,642 in the previous year.

### **Irrigation Project**

Work on Phase 1 of the Irrigation system has commenced and is expected to be completed by March/April 2022. The cost of this phase is €325,000. A Sports Grant of €54,000 has been approved which will leave the Club with a net cost of €271,000. A figure of €250,000 for this work has been accrued in the Accounts. €20,000 had already been spent at the year ended.

### **Subscriptions**

The Management Committee is proposing an increase of €23 or just over 3% in the annual subscription. This will apply to all subscriptions excluding Juniors. The reason for the increase is to keep the Club on a strong financial footing, that will enable it to fund its current costs and also be in a position to finance any unexpected costs that may arise in the course of year. The Bar/Restaurant Levy will return to €100 in 2022.

I would like to thank the members of the Finance Committee for all their hard work and assistance over the year and I especially thank Claire for all her great work over the years.

**Sean Mernagh**  
**Hon Treasurer**



## Chair of Marketing Report

**Marketing Committee:** Boyd Scott, Eilís Kavanagh, Stephanie Glynn & Anthony Jones

**Number of Meetings: 8**

From the Marketing Committee's point of view, it has been a very productive and positive year. There were the obvious COVID challenges with the courses closed for a considerable time, but this also allowed us an opportunity to focus on other key projects such as a new club website and re-engaging with our social media audience.

Our core objective at the beginning of the year was to raise the profile of Rosslare Golf Links (The Old Course & The Burrow Links). We felt that in doing this, other targets would follow such as growing membership and increasing our visitor revenue. We also wanted to cut out the ad-hoc approach to the promotion of the Club. Our marketing strategy was deliberate, focused and we believe it has delivered.

Bearing in mind that the courses were closed for four months, we are delighted to see green fee revenue has grown substantially and that we are taking in new members across all demographics. One area which I am particularly keen to mention is the growth in our online visitor bookings of over 200% in just two years:

Oct '18 – Sept '19: c. €23,000 (12 months bookings)

Oct '20 – Sept '21: c. €68,000 (8 months bookings)

Another area I would like to mention is the ongoing promotion and engagement through our social media channels. Again, this was a focus of ours and we have seen an overall growth in followers of 74% in the past 12 months. This is a very effective and measurable method of promoting the Club.

Outlined below are just some of the projects/campaigns which we have undertaken this past year:

- New club website incl. private members area.
- Creation of the bimonthly 'Links Leader' newsletter for members.
- Expansion of our reciprocal arrangements with other clubs (i.e. Fota Island & Blainroe GC)
- Development of 'Thursday Tips' alongside Jamie O'Sullivan.
- Focused approach to promoting more online visitor bookings.
- Growing engagement & age demographics through our social media platforms.
- Targeted membership campaigns.
- Working with our Links Superintendent on communication of his team's work.
- Achieved a tourism support grant from Failte Ireland of almost €20,000.
- Achieved an online trading grant from Local Enterprise Office of over €2,000

**Tiernan Byrne**

**Chair of Marketing, PR & Communications**



## **Chair of Business Development Report**

**Business Development Committee:** Colm Callery, Stephen Hunt & Liam Lawlor

**Number of Meetings:** 6

**Site Development/Valuation Committee:** Geoff Coman & Karen Bourke.

**Number of Meetings:** 8

Our core objective as a committee is to Investigate opportunities for Club development and the generation of other sources of income including boosting non-membership and visitor income streams. As our Capital Expenditure program lists the necessity of a significant capital re-investment into our irrigation system it was imperative that we investigate thoroughly the potential to generate income from the land and assets of our club. We commenced our tenure with four key goals:

### **Goal 1. Valuation of Club Assets. Identify potential to generate other income from the land and assets of the Club.**

We have worked throughout 2021 with a Planning and Development Consultant to prepare a site feasibility report for Rosslare Golf Club. The report considered relevant planning history, various site reports produced previously by management committees, together with the relevant provisions of the Wexford County Development Plan 2013-2019, the draft Wexford County Development Plan 2021-2027, and other relevant National and Regional planning guidelines.

The feasibility report recommended in detail six potential sites with an opinion on development options of those sites. Those sites we've reviewed and discussed in detail at management committee level. We have now proceeded (November 2021) to request site valuations / tenders from various property agents.

### **Goal 2. Sports Grant Application**

- Sports Capital Programme (2018) – Secured the grant allocation of €54,721.00 for Stage 1 of irrigation project.
- Sports Capital Programme (2020) – Submitted grant application for upgrade to Ladies & Gents Toilets, Showers, and Locker Rooms.

### **Goal 3. Drive fund raising initiatives through fundraising / sponsorship/ golf opportunities.**

- Researched fundraising options for with Golf Ireland. "Our Fundraiser online lottery" being investigated as potential fundraiser for 2022.
- Via statistical research it was identified that Fridays and Mondays were weak "golf" income days. In conjunction with Marketing, Men's & Ladies committees, Friday "Summer Open Series" was planned for summer 2021. Event was close to kick off in Summer 2021 but with covid challenges it was decided to postpone until summer 2022. A Marque sponsor to be secured for event.



**Goal 4. Increase membership & participation levels. Junior Golf development.**

- Collaborated with both Membership and Marketing committees in targeting new memberships whilst maintaining current membership base.
- Engaged with Junior Golf committee within club to promote golf participation levels within local schools.
- Increased RGC exposure to Local businesses by joining Wexford Chamber of commerce, whilst securing RGC as venue for 2021 Chamber of Commerce Annual golf classic.

**Geoff Coman**

**Chair of Business Development**



## Chair of Greens Report

**Greens Committee:** Paul Boggan, Phil Callery, Jim Cullimore, Michael Kearns, Richard Kennedy, Ian Lynch, Doreen McGovern,

### **Number of Meetings: 12**

The past year has been one of change, challenges, and progress.

**Staff Changes:** During the year the Course Manager, Iain Wakeman, departed the Club. The Greens Committee, with the approval of the MC, brought in golf consultant, Gerry Byrne, to oversee the upkeep of the two courses. We have been extremely fortunate in recruiting Links Superintendent, Mark Doyle, Assistant Links Superintendent, Dermot McCallion and greenkeeper, Andrew Gray, who with our existing group of course workers, Sean Gorman, Eddie Furlong, John Browne and Denver Kinsella, now form a highly professional, dedicated and hardworking team. The aim of the of the Greens Committee is to build a high-performance greenkeeping team. Many of you have commented very positively on the improvements in course presentation over the past six months. I expect that this enhanced course presentation will continue on the courses over the coming year.

**Leather Jackets Challenge:** Last April we faced a major challenge in addressing the infestation of leatherjackets on the greens, aprons and fairways. Through the outstanding work of the group known as the Tarpaulin Dawn Brigade we managed to offset the worst of the leather jacket damage, and thankfully, we can report a full recovery of all the damaged areas. During September we have applied two preventative treatments to reduce the possibility of a recurrence next year.

**Machinery:** We also had to deal with several serious machinery breakdowns. Arising from this we have introduced an entirely new set of maintenance and servicing procedures in the expectation of keeping our fleet in excellent working order in the future.

**Winter Programme:** Last Winter we rebuilt seven bunkers using the ecobunker system and we also developed a new run off at the 2nd Hole of the Old Course and cut back on the gorse in a number of areas. In the next few months, our focus will be on the development of additional pathways on both courses, raised tee boxes at the 3rd Hole on the Old Course and the 12th on the Burrow, general clearance and tidy up at the left-hand side of the 18<sup>th</sup> Hole and at the ponds on the Burrow course.

**Irrigation Project Phase One:** We have recently commenced work on Phase One of the Irrigation Project. This phase will provide certainty of water supply for our two courses. Works commenced in mid-November and are due for completion by the end of next February/March.

**Phase Two:** The water delivery phase, is at the design and costing stage and options will be considered by the Greens Committee. An information meeting will be held during 2022 to advise members on this Phase.

Finally, I wish to say thank all of those members who gave of their time to tackle the 'Leather Jackets', water the courses during the summer, and fill in divots. Particular mention to Gerry Byrne and Mark Doyle for the huge improvements we have all seen. I look forward with confidence to another year of progress on our courses which, as you all know, are our most important and most valuable assets.

**Michael Dempsey**  
**Chair of Greens Committee**



## **Chair of Membership Report**

**Marketing Committee:** Liz Callery, Stephen Healy, Mairead Esmond

**Number of Meetings:** 6

In the Financial Year October 1, 2020, to September 30, 2021, we were delighted to welcome 143 Full, Burrow, Under 35s and Student Members. 19 of these took up temporary membership in 2020 and became full members in October 2020. Unfortunately, we lost 58 members giving a net of 85 new members. We also saw a net increase of 27 new members in the Junior, Juvenile and Pavilion categories. I would like to point out that since October 1st, 2021, 36 new members have joined, and these will be included in the 2022 Financial Year.

In line with our Core Value of Welcoming and Inclusivity, each new member now receives a Welcome Mail once they are accepted into the Club. The membership committee also put in place a new Welcome Pack which is sent out to all new Full and Burrow Members, 109 have been sent out so far this year and they have been well received. The packs include Letters of Welcome from the Captains and Pro Shop, also details on the club facilities and step by step guide to the BRS system, also included is a bag tag and a free Green Fee for the new member to invite another potential member to play the course. The Membership Committee aim is to continuously revise the Welcome Pack and ensure it includes all updated information.

The main priority of the newly formed Membership Committee from January 2021 was to review and analyse the membership database, the aim of this analysis was to identify areas not only where membership was low but also areas where further attention was required for current members. This has helped show up areas where attention is required and incentives for these areas are being scoped out for 2022, an example of which is that we have 228 Burrow and Main Course Members between the ages of 20 and 50 years, while we have 831 members who are 50+ therefore the Under 35 offer was in place again this year which has increased our membership in this age group. In 2022 we also plan to look at our current membership and what areas may be revised to benefit each member and would welcome any suggestions from the membership on this.

**Gemma Duggan**  
**Chair of Membership**



## Chair of House and Social Report

**House Committee:** Niamh Byrne, Dorcas Maher, Michael Healy and Eugene Daly.

**No. of Meetings: 6** There were numerous other meetings with suppliers, contractors and members of other committees.

I would like to thank all the committee members for their input and valuable contributions throughout the year. I would also like to thank the volunteers who rolled up their sleeves and got stuck in when required. The Covid restrictions played a massive part in our operation this year. We agreed to abide by the guidelines as laid down by Golf Ireland and the government on the opening of the bar and catering service. Our priority was, and is, to keep our members, guests, and staff as safe as possible by following the protocols.

The clubhouse exterior had a makeover and new signage was erected giving a much-needed uplift to the overall appearance. The existing outside seating was refurbished and painted. On reopening for outside service, we rented a marquee and bought additional patio furniture to maximise the number of covers we could accommodate. A table booking system was also introduced. While we were delighted to have these facilities, it was far from ideal when we had inclement weather. However, I believe we made the best of the situation and all credit to the staff who made it possible. A grant of over €1,000 was secured from Wexford County Council towards the cost of the new outside seating and parasols, for which we are grateful.

We struggled throughout the year to engage qualified catering staff – a problem that is being felt throughout the hospitality industry. I am confident as we move forward this situation will be resolved. I would also, at this time, like to thank Frank MacRory who stepped up and took on the responsibility of running the kitchen in the absence of a head chef and relying on agency chefs.

There are still numerous areas in and around the clubhouse which need attention, as and when the finances become available these will be prioritised and upgraded. We had a very successful club fundraiser on September 4th when we raised in excess of €4,000 towards the development of the snooker room. The money raised has been ring fenced for this project. Due to the limited numbers allowed to attend, social events were curtailed to presentations of prizes which in the main were carried out on the patio area. I am hopeful we can have a full calendar next year.

A full review of Health & Safety in all areas of the club was sanctioned. A subcommittee chaired by Eugene Daly was set up and comprised of people from all departments. A "Safety First" culture was adopted as mantra. Two defibrillators were relocated outside. One at the Burrow and the other outside the pro shop. Risk assessments were conducted in March and April. RGC Health and Safety statement was produced in July. Two certified CPR & AED training courses were completed by 14 participants. CPR group established to respond to any incidents (18 members). A manual handling training course was delivered for the Greens staff. As this year comes to a close and we put the trials and tribulations of it behind us we are aware that many challenges still face us. Covid 19 is not going away any time soon but rest assured that we will work to make your visit to the clubhouse as safe as reasonably possible and ask for your assistance by following the protocols and any restrictions imposed on us.

**Peter Dolan**  
**Chair of House and Social**