



## Chairperson's Report

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

### Number of Meetings: 12

The 12 months to the end of September last was a hugely successful year and as a result your Club has never been in such a strong financial position. Subscription and green fee income are at their highest levels ever, but we need to continue to grow in order to fund a number of urgent capital projects. To assist us we received a provisional sports grant of almost €50,000 towards the refurbishment of the Locker Rooms. (See Treasurer's Report)

During the year the first phase of the Irrigation Project was completed on budget. The Championship Course, you will all agree, has never looked better and the Winter Programme will introduce a number of new initiatives that will enhance the golfing experience. (See Greens Report.) The Burrow Course too has received positive reviews. I have always been of the view that it had the potential to be a 'little goldmine' and so it is proving to be. Green fee income during the year grew by 42% to €148,000 and due recognition should be given to Kevin Foran and his team. Overall green fee income from both courses increased by over €100,000 to €368,000.

Last year I said that the Club faces a challenge to grow its revenues and profits to fund numerous capital projects and the results show that we are capable of meeting that challenge. The growth in membership numbers augurs well for the future.

In the short-term the biggest challenge we are facing is to turn around the fortunes of the Bar & Restaurant. A profit generator in the past it is now become a drag on resources. This is not unique to Rosslare as many golf clubs, and indeed public bars and restaurants, are experiencing real difficulties in this area. The bar & restaurant staff are to be commended for their efforts during the year. The Management Committee has completed a review of this area and will examine its options as a matter of urgency.

In March Jerry Foley was appointed General Manager of the Club, our first GM in 11 years. He has taken on the role with considerable energy and commitment. My thanks to all of our staff both full-time and part-time for their hard work throughout the year.

Finally, I would like to thank all of the members of the Management Committee for their dedication and hard work during the year. I'm proud of what we achieved and despite, at times, a challenging environment the results speak for themselves.

**Michael Roche**  
**Chairperson, Management Committee**



## Treasurer's Report

**Finance Committee Members:** Karen Burke, Sean Mernagh, Donal O'Keeffe (RIP), Colm Waldron, Gerry White.

### **Number of meetings: 5**

Club accounts for 2022 are generally favourable with strong growth in Subscriptions and Green Fees. Competition Income along with Ladies and Men's Club expenses are now accounted for through the respective clubs. Increases in administrative expenses are largely driven by wages which reflect increased activity in 2022 along with the absence of government Covid wage supports. Obligations under bank loans and HP reduced by €93,213 during the year leaving outstanding commitments of €284,249 at year-end. Cash balances at year-end amounted to €449,099.

The outlook for 2023 is uncertain with no guarantee that the Club will experience the same level of income growth along with cost pressures that are evident in every aspect of the Club's operation.

### **Irrigation Project**

Phase 1 of the irrigation project is now completed and is expected to finish within the budget of €325,000.

### **Bar and Restaurant**

The financial outturn in the bar and restaurant is disappointing although not surprising given the sector-wide pressures of inflation and staff shortages. The Management Committee continue to seek a workable solution that will serve the Club and employees over the coming years.

### **2023 Subscription**

The Management Committee proposes to increase the annual subscription by 4.8% for the coming year. The proposed increase is required to build resilience in the Club finances, contribute towards the development of the Club, and offset the impact of inflation running at 9.2%.

### **Capital Expenditure**

There are no outstanding capital expenditure commitments at year-end although many projects are under active consideration by the Management Committee. The major capital expenditure items for the coming year are course machinery, locker room renovation along with possible bar and restaurant renovation. Such expenditure will depend on the availability of cash resources together with external finance to cover part of the machinery requirement. Phase 2 of the irrigation project is unlikely to occur before 2025.

I wish to thank everyone involved in the Club finances for their support during the year, and particularly wish to remember Donal O'Keeffe (RIP) for his dedication to Rosslare Golf Club and contributions to the Finance Committee over many years.

**Kevin Mitchell**

**Treasurer, Management Committee**



## Chair of Greens Report

**Finance Committee Members:** Jimmy Cullimore, Paul Boggan, Richard Kennedy, Michael Kearns, Doreen McGovern, Ian Lynch and Phil Callery,

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

I would like to take this opportunity to thank our Course Superintendent Mark and his team Dermot, Sean, Eddie, John, Denver, Andy and Shane for the fantastic job they have done on the course. The feedback from members and visitors has been 100% positive.

I would also like to thank the Greens Committee, Jimmy, Paul, Michael, Richard, Doreen, Ian and Phil. Over the past year their work rate and commitment has played a major part in the success of the course. I would like to congratulate Richard on becoming Captain and to wish him well in his year, his contribution to the Greens Committee will be sorely missed.

For his huge contribution I would like to thank Michael Kearns. Michael's professionalism, commitment and attention to detail has played a large part in getting the first phase of the Irrigation system installed with no additional cost to the members. I want to thank him and wish him well in the future as he leaves Rosslare for the midlands.

### **IRRIGATION:**

Phase 1 has been completed; it has come in under budget. Phase 2 should be commenced immediately to aim for installation through the winter of 2024 or earlier subject to contractor availability.

### **WINTER WORKS – RECAP OF LAST YEAR**

- Raising of the 3rd white tee box and new cart path at the tee complex. Marram mounds at the second green and the 8th tee box and the 12th tee box on the Burrow.
- Rerouting the buggy path and creation of mounds on the 10th on the main course. Creation of sand scrape native area to the left of the 12th. Hedge cutting of ditches and gorse areas and removal of dead trees.

### **AGRONOMICS**

Leather jackets – our preventative application for crane fly (leather jackets) were timed extremely well resulting in a huge reduction in numbers and related damage.

### **WETTING AGENT**

In February last year we commenced our wetting agent program throughout the golf courses, this program played a huge part in keeping full grass coverage throughout the season. It is a crucial program for both the health of the plant and consistency of playability of the surfaces.

### **OVERSEEDING PROGRAM**

The overseeding program for the last two seasons has been successful in both reducing the amount of weed grasses and in increasing the amount of fine fescue in the sward.



### **MACHINERY REPLACEMENT**

The machinery replacement and purchase plan started with the purchase of a new Wiedemann Air Seeder which was used to great effect during our recent Autumn overseeding. The remainder of the replacement plan is in advanced discussion with the Finance Committee and Management Committee.

### **TEE BOX AND BUNKER RENOVATIONS**

- The tee box renovations on holes 7 & 16 on the main course will realign the teeing grounds with the landing areas on the fairways.
- Renovation will also begin on green side bunker on No. 6 and on the left-hand bunker on the 16<sup>th</sup>.

I would like to finish by thanking Jimmy Cullimore and his team for the dedication they have shown to protecting the course during long dry spells.

Can I please encourage all players to carry and use the divot bags which are available and to repair pitch marks, such actions benefit everyone.

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



## Chair of Marketing, PR & Communications Report

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

**Number of Meetings:** 6 (full marketing committee) + 47 (in person, general marketing meetings)

It has been an extremely busy year for the club on a Marketing & Promotional front and as a committee we are pleased with the outcomes achieved. The work of this committee reaches into most areas of the club and while it's very difficult to summarise a year's work into one page, I have highlighted below some of the more substantial achievements and positive outcomes from the past year:

- ✓ **Green fee income for the past year at €368k** is, as far as we know, a record for Rosslare GC
  - Up €100k year on year and nearly double the green fee income from 2015
  - Emphasis on online booking, younger demographic & wider representation of visitor
- ✓ **Online Bookings** have been a priority for us and integral to how we are targeting visitors.
  - We have seen an increase from €28,195 (947 people) booking online in 2019 to €109,000 (2,957 people) booking online in 2022. This is also important as it's payment upfront and captures valuable data
- ✓ **Social Media** engagement continues to grow across all platforms
  - **4,607 followers**, +267% (July 2020 – Oct 2022)
- ✓ **Improved communication** with our members
  - Continuation of the club newsletter, The Links Leader
  - Streamlining and improving the useability of the ClubNet app
  - Introduction of 'On the Links' videos with our Links Superintendent, Mark Doyle
  - Updating of the Members Area on the club website
- ✓ **Membership growth** across all profiles
  - Targeted, professional campaigns across various media have delivered results with over 130 new members joining in 2022
- ✓ **Raising the profile of Rosslare Golf Links**
  - Hosting of Irish, British & European golf journalists
  - Promotional drone video showcasing both golf courses
  - Attendance at industry events
  - Growth of our visitor database & active engagement with same
  - Enhanced social media engagement e.g., Thursday Tips with Jamie
  - New Open Competitions – Summer Series & Winter Opens
  - Feature club on the PaddyTalks Podcast

Having spent three years involved in the marketing of the golf club, including the past two years as Chair, I believe we have put a more professional, measurable & structured approach into how the Club is marketed.

I would like to thank all who helped us along the way with a special mention to my marketing committee of Eilís Kavanagh, Boyd Scott and Stephanie Glynn.

**Tiernan Byrne**

**Chair of Marketing, PR & Communications**



## Chair of Business Development Report

**Business Development Committee:** Karen Bourke, Paul Holland, Colm Callery & Stephen Hunt.

### **Meetings: 10**

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 significant capital re-investment into our course and clubhouse it is imperative that we continue to investigate thoroughly the potential to generate income from the land and assets of our club.

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

- 2021 Refresher: A professional Planning and Development Consultant prepared a site feasibility report for RGL. 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're reviewed and discussed in detail at management committee level.
- 2022: The Management Committee invited five independent Property Agents to submit a sales appraisal and fee quotation for the proposed sale and disposal of several parcels of land and structures owned by the club. Following a considered review of all the appraisals, Management Committee selected the preferred property professional to advance to the next stage of the process, if necessary. Keane Auctioneers, Custom House Quay Wexford were appointed as preferred property advisor to Rosslare Golf Club in March 2022.

We are currently in the process of building a Strategic Development Committee with a diverse skillset to ensure that an appropriate vision and plan is presented to members for approval. The Plan including project Critical Paths/Timelines and Financial Projections, would be presented to the Membership, for their consideration in Q3 2023. This project will require a considerable effort and diligence by the project group.

The objective of the Project would be to propose a long-term Development Strategy focussed on optimising the use of all Club infrastructure and assets, delivering a unique golfing experience for the greatest benefit to all the Members, while enhancing Rosslare GL's position as the premier Links facility in the Southeast.

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

- Sports Capital Programme (2018) – Secured the grant allocation of €54,721.00 for Stage 1 of irrigation project. Stage 1 fully complete – currently awaiting grant payment.
- Sports Capital Programme (2020) – Grant of €48,603.00 provisionally approved for upgrade to Ladies & Gents Toilets, showers, and Locker Rooms. Tenders currently being sought with a view to selecting nominated contractor before year end 2022 and completing works by April 2023.
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### **Goal 3. Drive fund raising initiatives through fundraising/sponsorship/golf opportunities.**



- Via statistical research it was identified that Fridays we're weak "golf" income days. In conjunction with Marketing, Men's & Ladies committees, Friday "Summer Open Series" commenced in July 2022. From a business and marketing perspective we saw first summer as being a success. Visitor feedback was excellent. Summer Series 2023 already in the pipeline. Event looking for a Marque Sponsor. Please let me or any committee member know if you or your business are interested in sponsoring the club in any shape or form.
- Collaborated with Ladies, Gents & Marketing committees to create a professional sponsorship template that can be tailored to suit target audience. We believe it to imperative as part of our business model that when seeking sponsorship, we sell our clubs offerings / services rather than just a "hands out" approach.

#### **Goal 4. Increase membership & participation levels.**

- Collaborated with both Membership and Marketing committees in targeting new memberships whilst maintaining current membership base.
- Increased RGL exposure to Local businesses by joining Wexford Chamber of commerce. Wexford Chamber held a networking breakfast event at RGL in June 2022. Various local businesses attended. Jerry Foley (GM) hosted event on behalf of RGL.

**Geoff Coman**

**Chair of Business Development**



## Chair of Membership Report

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

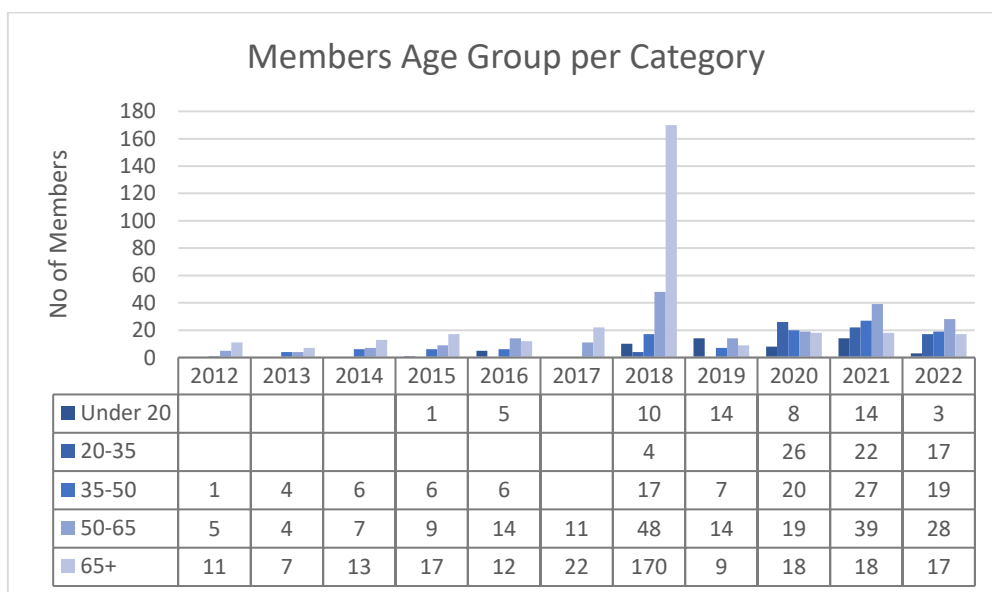
**Number of Meetings:** 6

In the Financial Year ending September 30, 2022, we were delighted to welcome 104 Full, Burrow and Under 35s new Members. Unfortunately, we lost 23 members giving a net of 81 new members. We also saw a net increase of 29 members in the Junior, Juvenile and Student Categories and 4 new Pavilion members. I would like to point out that since October 1st, 2022, 23 new Ordinary members have joined through our Special Deal and Under 35 offers, these will be included in the 2023 Financial Year.

In line with our Core Value of Welcoming and Inclusivity, we held a Welcome Night for new members at the end of the summer season, this was very well received, and we have committed to holding further events. To assist in integrating and welcoming our new members to the Club and showing all it has to offer we will be working with the Ladies Committee on their initiative to put a 'Buddy System' in place. We launched the Welcome Pack for last year and this is still in place

We have continued with our review and analyse the membership database with the aim of identifying areas not only where membership was low but also areas where further attention was required for current members.

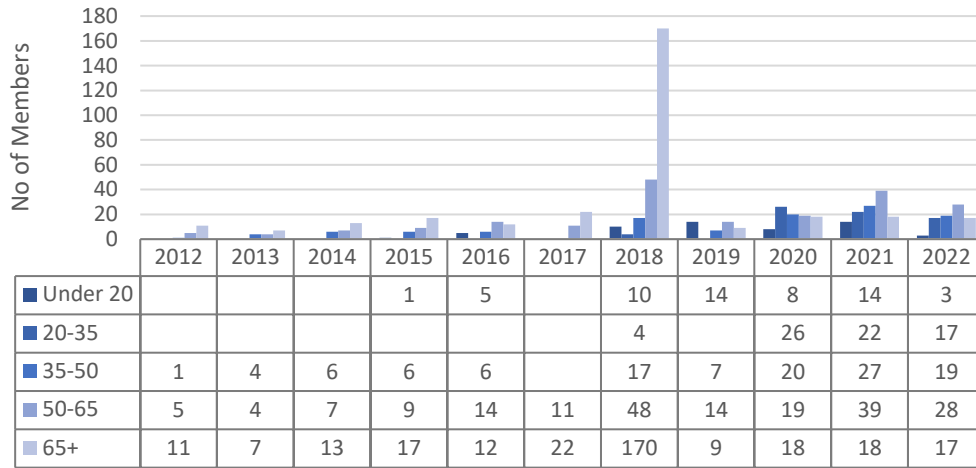
The Graphs below show our membership broken down by Age Group vs Membership Category and Year of Joining vs Age Group. This was taken from the last 10 years data and shows we are growing our younger membership while also maintaining our older membership which is vital for the Club going forward.







Year Joined vs Age Group



Thank you for all your help and suggestions in 2022 and I wish all the best to the New Membership Committee in 2023.

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



## **Chair of House and Social.**

**Committee:** Niamh Byrne and Vandra Deacon.

I would like to thank the ladies social committee for the sterling work they do when organizing events and the presentation of the clubhouse for those events. Post covid restrictions, we were able to return to a more normal operation in the club and many of our annual events resumed.

The main focus at the beginning of the year was to get a new heating/AC system for the bar/restaurant area of the clubhouse and thankfully this was sourced and installed. The benefits of which should be appreciated this winter.

This is the first year we have had a full year's operation of the restaurant and catering since we took it in-house. We struggled to find qualified staff but eventually filled the vacancies. Whilst we didn't get everything right, we strived to satisfy our members and visitors. Thanks to both bar and kitchen staff for your efforts during the year.

Health and safety are foremost in all aspects of what we do in RGL. This past year under the lead of Eugene Daly staff attended courses relevant to their work place and refresher courses were also held.

A full engineer's report of the clubhouse was commissioned during the year. From this report a couple of concerns were highlighted for further investigation. Specialist contractors were engaged to investigate these areas of concern and after consultation we were advised no action was required.

The refurbishment of the clubhouse is something I have been working towards for some time. Part of this process is to engage with interior designers, choose a theme and have this priced by individual tradespeople. With the backlog of work still on the books of these tradespeople from the covid closedown it has been difficult to get commitments or quotes from them. However, progress has been made in this area.

I am sure we can all agree the clubhouse is overdue a refurbishment, this would greatly add to the comfort of our members, visitors and to the overall product we offer as a club. Going forward this should be kept on the agenda of the Management Committee.

Ladies and gents locker rooms, toilets and showers are also due an upgrade and this project will begin in the early months of 2023.

I have decided not to put myself forward for the Management Committee at the AGM. I have served two years on this committee and two years on the committee prior to that. I would like to thank all the committee members I have had the pleasure of working with during this period. To the present chairs for the support they have given me, sometimes having to agree to disagree, but they have worked tirelessly with the interests of Rosslare Golf Links first and foremost. Also, a big thank you to all the club members who have supported me during my tenure.

**Peter Dolan**  
**Chair of House & Social**