

KILCOCK GOLF CLUB

REPORT

TO JOINT CLUB ANNUAL GENERAL MEETING 2023

ON IMPLEMENTATION OF STRATEGIC PLAN 2023-2027

DURING 2023

INTRODUCTION

There has always been planning for the future at Kilcock Golf Club. The club's establishment in 1984 and its subsequent development and expansion is proof of the existence and practice of forward planning.

Present members of the club owe a great debt of gratitude to the various club leaders and committees who charted and planned the club's growth since 1984. This planning had to be undertaken on occasions in the midst of setbacks and economic downturns.

The adoption at the 2022 AGM of the Strategic Plan 2023-2027 in a sense merely represented a commitment to continue the planning which has been a historic feature of the club. This written plan allows needs to be identified clearly, initiatives developed to respond, and club management to be accountable to members for implementation of the plan.

While implementation of the plan under the direction of the JMC is a significant part of the General Manager's duties, the time available to the General Manager free from Pro shop responsibilities is quite limited and the club is not in a position to employ further pro shop staff to free up the General Manager. Despite the limited time available, the General Manager has contributed significantly to the implementation of the plan in 2023.

This report concentrates on new actions undertaken in 2023 or planned to be undertaken in 2024 by a specific member or group of members. It is important to recognise all the activities that took place in 2023, activities similar to those undertaken in previous years, but because they are not new, are therefore not included in this report.

At year's end, a feature of the first year's implementation of the plan was the realisation that more club members need to be involved in the plan's implementation. The plan is too big for just JMC members or just JMC members and a few club members. ALL members are invited therefore to consider offering their services for 2024 or a portion of the year in implementing the plan. Offers can be made to any JMC officer or to the General Manager or any Pro shop staff member.

ITEM 1 AREA OF STRATEGIC FOCUS – *Finance & Risk Management / Compliance*

Preamble:

Considerable work has been undertaken here. Quality financial reports are available to each JMC meeting.

Goal One. Management of day-to-day financial operations and compliance obligations

Additional actions Undertaken.

1. Formalise Financial control processes.
 - a. A control has been put in place for all income via the Pro Shop to be record on the daily cash sheets.
 - b. All Pro Shop orders are matched with invoices.
 - c. All Course orders are matched with invoices.
 - d. All accounting information is sent daily or weekly to bookkeeper.
 - e. All account information is recorded on cloud.
2. Bookkeeper.
 - a. Inputs all income/expense/invoices onto accounts system.
 - b. Processes payroll, uploads ROS, and ensures PAYE/PRSI is paid monthly.
 - c. Reconciles monthly – Bank Accounts, Creditors.
 - d. Submits VAT accounts to ROS.
3. Members balances, Bar, Pro Shop and Competition are reconciled monthly.
4. Quarterly stock checks take place for, Pro Shop, Bar, and Course Materials.
5. The club are Tax and Vat compliant.
6. The payroll is completed monthly, and all staff sent payslips.
7. Monthly Accounts are sent to the JMC including financial summary.
8. This work is currently performed by our accountant until such time as we employ a bookkeeper, planned for 2024?

Goal Two. Targeting of reasonable and sustainable annual operating surplus to support development.

Additional Actions Undertaken.

1. Budgets are in place in:
 - a. All income categories.
 - b. All expense categories
 - c. All capital Expenditure
2. Committees approve budgets and capital expenditure.
3. Monthly Financial meetings are held with Synergy.
4. Actuals and budgets are compared monthly and sent to the JMC.

Goal Three. Redemption/replacement of friends of Kilcock Financial support.

Additional Actions Undertaken.

1. A Masterfile of all sums due to the Friends of Kilcock is maintained and all loan documents are held in a safe box under the control of Hon. Treasurer and Club accountant.
2. A letter has been completed for all Friends of Kilcock requesting their decision on their loans. It will be dispatched in early 2024.
3. Based on results of feedback from point 2. We will have a better understanding of our commitments and will engage with Finance providers to seek solutions and look at other alternative finance options available.

Goal Four. Negotiations of future sustainable banking/borrowing/leasing arrangements.

Our future financing requirements will arise from our ambitions under the Strategic plan. However, the extent of the financial borrowings that we will commit the club will depend on the club's ability to repay, taking into account any possible future downturns in the market.

Additional Actions Undertaken.

1. Meetings with AIB, BOI and PTSB are currently being arranged for early 2024. We are currently using PTSB Finance for leasing of equipment.
2. Proposals for Life/10 Year/Corporate Membership are at an advanced stage of development by the finance committee/ Synergy golf. They will be presented to the JMC in early 2024 for approval.
3. All Financial commitments are subject to other strategic plan goals in finance and other areas plus capex suggestions as set out in the Budget for any year.

Goal Five. Proactive and needs focused approach to fundraising, sponsorship access to grants.

Additional Actions Undertaken.

1. We are actively engaging with sports capital grants, local government grants and all other sources available.
2. We have and are engaging with Golf Ireland/ R&A in respect of Energy and Junior Sections grants.
3. The Finance committee is recommending the continuation of the Tee Box sponsorship and will make proposals for strengthening the administrative process for its operation.
4. The Finance Committee is recommending the continuation of the Capex levy, as this is a fairer and more effective method of fundraising within the club.

ITEM 2 AREA OF STRATEGIC FOCUS – Club Governance and Management

Preamble:

Significant work was undertaken on this area.

Strategic Goal One: Development of modern/Fit for purpose constitution.

Additional Actions Undertaken

A sub-committee, led by Captain Ken O'Brien has drafted a new constitution, together with a Code of Conduct and Discipline Procedures which will be considered and voted upon at an EGM of the club on Monday 13 May 2024. Significant consultation will take place in advance of the EGM.

Strategic Goal Two: To maintain a culture of responsibility to our members, employees and visitors, promoting the health and safety of all, both on and off the course.

Additional Actions Undertaken

- (a) A safety audit was undertaken by an external consultant and the General Manager was requested to implement its recommendations. Arising from the audit, the course staff were allocated an alternative rest room and their use of the 'canteen' building discontinued pending implementation of safety audit recommendations.

- (b) A new health and safety statement was commissioned from an external consultant and the General Manager was requested to lead the ongoing use and amendment of this statement. The statement requires the active ongoing input of a course staff member and a member of the club's management committee.
- (c) A number of implementation reports on the strategic plan and members' October 2022 survey recommendations were issued in addition to the agreed monthly report following JMC meetings.
- (d) A number of new 'deep water' signs were erected on the course to replace old signs.
- (e) Measures to improve player safety at the 17th tee green are being finalised for implementation.
- (f) Four significant safety matters came to the JMC's attention during the year, all of which were responded to and new learnings gained.
- (g) The General Manager has been requested to ensure that all contractors to the club provide required insurances (employer and public liability insurance) and , where appropriate, evidence of qualifications for the task, and also where appropriate, evidence of having undertaken a risk assessment.

Strategic Goal Three: *Promote clarity of Roles/ Responsibilities of Employees, Officers, Contractors, Others and be regarded as an exemplary employer.*

Additional Actions Undertaken:

- (a) A 'Course Roles and Responsibilities' policy was drawn up following wide consultation, including with course volunteers and course committee.
- (b) A modest bonus will be provided to course staff and cleaning staff to reflect the success of 2023 for the club and to acknowledge their contribution to that success.

Strategic Goal Four: *Implementation of development programme and ongoing training for Committee Members and Officers*

Additional Actions Undertaken

- (a) A briefing and handover document has been prepared by the JMC for giving to the 2024 JMC

Strategic Goal Five : *Explore Golf Ireland "One Club" model*

Additional Actions Undertaken

- (a) Vice Captains Edel and Pat have visited Westmanstown Golf Club to meet with officers of the club to receive a briefing from them on how the club implemented the "One Club" model.
- (b) Edel and Pat invited Ms Maria Dunne from Golf Ireland to meet them in the club to brief them on the merits of the model and how clubs have gone about investigating and make the decision whether to go this route or not.
- (c) A special consultative meeting of club members will be called in April 2024 to hear of progress to date and to provide feedback.

ITEM 3 AREA OF STRATEGIC FOCUS – *Member Experience*

Preamble:

A key area where some good preliminary discussion has taken place but considerable more work will be required in 2024 and following years.

Some additional time will be provided on Saturday mornings in 2024 for members by pushing back by 30 minutes the time at which society golf begins.

Strategic Goal One: *Strengthen our new member introduction scheme and process*

Additional Actions Undertaken

- (a) There was broad agreement at the JMC at year's end that a mentoring programme for new members be examined in 2024 with a view to introduction. The purpose of the programme would be to compliment the good work undertaken by Pro Shop staff in helping new members integrate into the club. Over 125 new members joined in 2023. The Ladies' club operate a very effective mentoring scheme for its new members. An issue that is unclear and needs clarification is where responsibility for mentoring new male members rests – with the men's club or with the JMC?

Strategic Goal Two: *Develop a framework to introduce and support greater social element to club activities, both in golf and non-golf areas*

Additional Actions Undertaken

- (a) A quiz night was held in March

Strategic Goal Three: *Strengthen and diversify membership base (incl. focus on women / girls/ families/ schools), including promotion of GIG initiative and improved infrastructure and resourcing for juniors.*

Additional Actions Undertaken

- (a) At year's end, JMC has agreed in principle to exploring, with a view to introduction in early 2024, an ambitious junior golf programme aimed at nine designated local primary schools together with potential new junior members related to existing members of the club.
- (b) The club's assistant PGA Sean Marks undertook considerable work with the club's junior golfers in addition to the work undertaken by the club's PGA and GM Greg Massey.
- (c) Junior Golf co-ordinator Tony Dempsey organized a briefing session by GI Official Maria Dunne for those club members and parents involved in Junior Golf. Maria is available to return to the club to provide details on practical training sessions and is also available to call to local schools to promote golf on behalf of the club.

Strategic Goal Four: *Further develop our communication processes to ensure they are clear and effective, with defined outcomes.*

Additional Actions Undertaken

- (a) List of major golf events of the year put on display at pro shop entrance
- (b) Reports of strategic plan and member survey recommendations implementation included with some JMC Agreed Reports

Strategic Goal Five: *The development of a framework to encourage and support greater participation by members in inter club and other external competitions.*

Additional Actions Undertaken:

None by JMC.

ITEM 4 AREA OF STRATEGIC FOCUS – *Course*

Preamble:

As all members know, this is a key facility. The broadly based course committee, established in 2022, has continued its good work and careful attention to all aspects of the course. In addition to smaller improvements to the course, some larger initiatives are outlined below:

Strategic Goal One: *Ongoing resourcing of Course Development with particular focus on improvement of bunkers. Emphasis on environmental and biodiversity impact of all works.*

Additional Actions Undertaken:

- (a) List drawn up of desired improvements which will be undertaken on a phased basis as resources, financial and personnel allow.
- (b) Paths upgraded
- (c) Area on left of 7th fairway at approach to green cleaned up and re-seeded
- (d) New replacement bridge ordered for installation prior to end of 2023 to cross stream at 18th fairway
- (e) Two new practice nets installed and plans to replace old nets in 2024
- (f) 2023 Members' Capital levy used to part-fund the new practice area on which work and resulting additional car capacity was completed in September. The cost of this development was €84,000
- (g) One of the bunkers at second green upgraded.
- (h) Proposal to upgrade all greenside bunkers with new sportsbond finish in October 2024 agreed by JMC?
- (i) The recruitment of an additional course staff member, the fifth permanent full-time member, took place in September.

Strategic Goal Two: *Ongoing investment in machinery (long term/medium term)*

Additional Actions Undertaken:

- (a) New gater purchased
- (b) New tractor purchased
- (c) New bunker rake purchased.

Strategic Goal Three: *Review of Course Layout/ structure (incl bunkers/ trees / water). On course facilities (toilets, seats other).*

Additional Actions Undertaken

(a) Under the leadership of Kevin O'Connor, the course committee regularly reviewed all aspects of the course at their monthly meeting and discussed and explored ideas with Ronan Branigan (Synergy Golf).

(b) New trees (on right near 1st green) and hedging (back of 1st tee, along back of 1st green and surrounding 2nd tee box) were planted

(c) New wider bridge will replace existing bridge crossing 18th fairway in January 24

(d) Costs of new course toilet have been obtained as well as costs of updating existing course toilet. However, company supplying quotation for new course toilet has stated that of available locations, other than site of present facility, none are suitable due to proximity of water courses. Significant upgrade of course toilet is on JMC agenda.

(e) 17th hole has been designated a "call through" hole and safety measures have been put in place

Strategic Goal Four: *Upgraded practice facilities*

Additional Actions Undertaken

Upgrade of the practice facilities was completed and, on maturing in spring 24, facilities will be available to members for use.

Strategic Goal Five: *Ongoing consideration of potential land requirements (where appropriate, available and financially feasible) to support course improvement and / or enhancement of other facilities / infrastructure.*

Additional Actions Undertaken:

None

ITEM 5 AREA OF STRATEGIC FOCUS – *Equality, Diversity and Environmental / Social Responsibility*

Preamble:

Some discussion took place on this strategic focus.

Additional Actions Undertaken

None

ITEM 6 AREA OF STRATEGIC FOCUS – *Clubhouse and Facilities*

Preamble:

Significant time and energy was devoted to this area and the great leadership and work here of Sean Gorman (with his sub-committee) and Pat Mahon with his sub-committee for the locker rooms' development.

Strategic Goal One: *Ongoing upgrade of dining facilities (including outdoor)*

Additional Actions Undertaken

- (a) An architect has drawn up a proposed extension to the club house which permits five extension options. Four of the options (excluding first floor extension) have been costed at current rates by a quantity surveyor. When funds permit and the club makes a decision on which of the five extension options it wishes to build, the architect can be instructed to apply to Meath Co Council for planning permission. In discussions to-date, the JMC's preference is for the basic 75m² extension (see Appendix 1) which significantly meets the two aspirations below.

Two key aspirations underlie the proposal to upgrade and modestly extend the club house : the improvement of facilities for members and to comply with HSE requirements in respect of any establishment that provides catering facilities. Details of the five extension options are included in this report.

- (b) An extensive survey of the car park drainage system was carried out by an external company and the survey confirmed that the system was intact and operating efficiently. However, in relation to area surrounding the club house, the system is unable to prevent ingress of water into the club house during periods of exceptionally heavy rain.

Strategic Goal Two: Upgrade of : 1 Locker Rooms / Toilets / Shower facilities (incl review of fitness of plumbing systems). 2 Investigation of other non-golf sports facilities (e.g. bowling / other). 3 Development of additional car park space

- (a) JMC decided that most of 2021 Sports Capital Grant of €38,000 would be used to update locker rooms and toilets (particularly the men's section). Work is expected to begin on 27 November 23.

(b) As part of the development of the practice ground, an additional 24 car park spaces was created at cost of €24,000

Strategic Goal Three: 1. Upgrade of stock storage and other relevant operational facilities. 2 Staff and Admin facilities (incl male / female facilities) 3. General facilities upgrade, to include required wheelchair access to all area 4. Appointment of retained maintenance contractor.

Additional Actions Undertaken

- (a) Survey undertaken of course staff canteen building and its potential upgrade and expansion (thanks to Sean Murray). At this early stage and although further exploratory work is required, this building / site seems to have good potential to meet most of the needs in 1 and 2 above.
- (b) AFM has been appointed as retained maintenance contractor to the club

- (c) A Golf Ireland grant of €3,000 was secured towards installing a wheelchair ramp from bar into dining room. As significant structural work might be required to instal a wheelchair access, a portable ramp has been purchased as used as an interim measure.

Strategic Goal Four: *Upgraded Technology Infrastructure / Systems to include cloud-based systems to reduce server outage risks, digital signage in key locations to provide live information to visitor/ members*

Additional Actions Undertaken:

None

Strategic Goal Five: *Improved energy conservation and management, including where appropriate: 1 installation of solar panels to generate electricity supply 2 Installation of energy efficient heat pump to reduce demand for gas/ oil 3 Upgraded building installation 4 Charging points for EVs 5 Upgraded windows (triple glazing).*

Additional Actions Undertaken:

- (a) A quotation has been received for the installation of solar panels on the roof of the club house as a means of reducing energy costs and contributing to government environment policy.

ITEM 7 AREA OF STRATEGIC FOCUS – *Marketing and Commercial Development*

Preamble:

Marketing and commercial development is a key area for a golf club and indeed for most businesses. The club is in the happy position that its marketing and commercial development is progressing at a positive rate that may not have been seen previously in the club's history. The marketing and commercial success of the club is due very significantly to the work of Synergy Golf.

Notwithstanding the marketing and commercial success, the strategic plan requires the club's voluntary management to analyse the strengths of the current strategies and practices with a view to potential further improvement. As part of the enhanced governance envisioned in the strategic plan, the club's voluntary management is likely to require more regular details of such items as bookings and trends etc to enable the JMC formulate further ambitious development plans for discussion with Synergy Golf.

Vice-Captain Pat Fitzmaurice undertook to lead implementation in 2023 for this area 7 of the strategic plan.

Strategic Goal One: *Optimum membership retention through; 1. Consistent Quality of experience 2. Measurable ongoing improvements 3. Member surveys 4. Effective communication via (a) Website (b) Newsletter (c) Social Media (d) Pro Shop etc.*

Additional Actions Undertaken:

- (a) Club's big golf events 2023 published on board fixed to clubhouse wall

Strategic Goal Two: Managed membership growth through; 1. Online presence 2. Well maintained website 3. Social Media 4. Direct Selling 5. Referrals 6. Third Parties 7. Reputation of Club, Course and facilities

Additional Actions Undertaken:

None

Strategic Goal Three: Societies and Green Fees growth through focus on : 1. Effective use of online presence 2. Full use of available tools and technology to reach target groups 3. Consistent quality of offering and experience both on course and in Clubhouse / Pro Shop

Additional Actions Undertaken

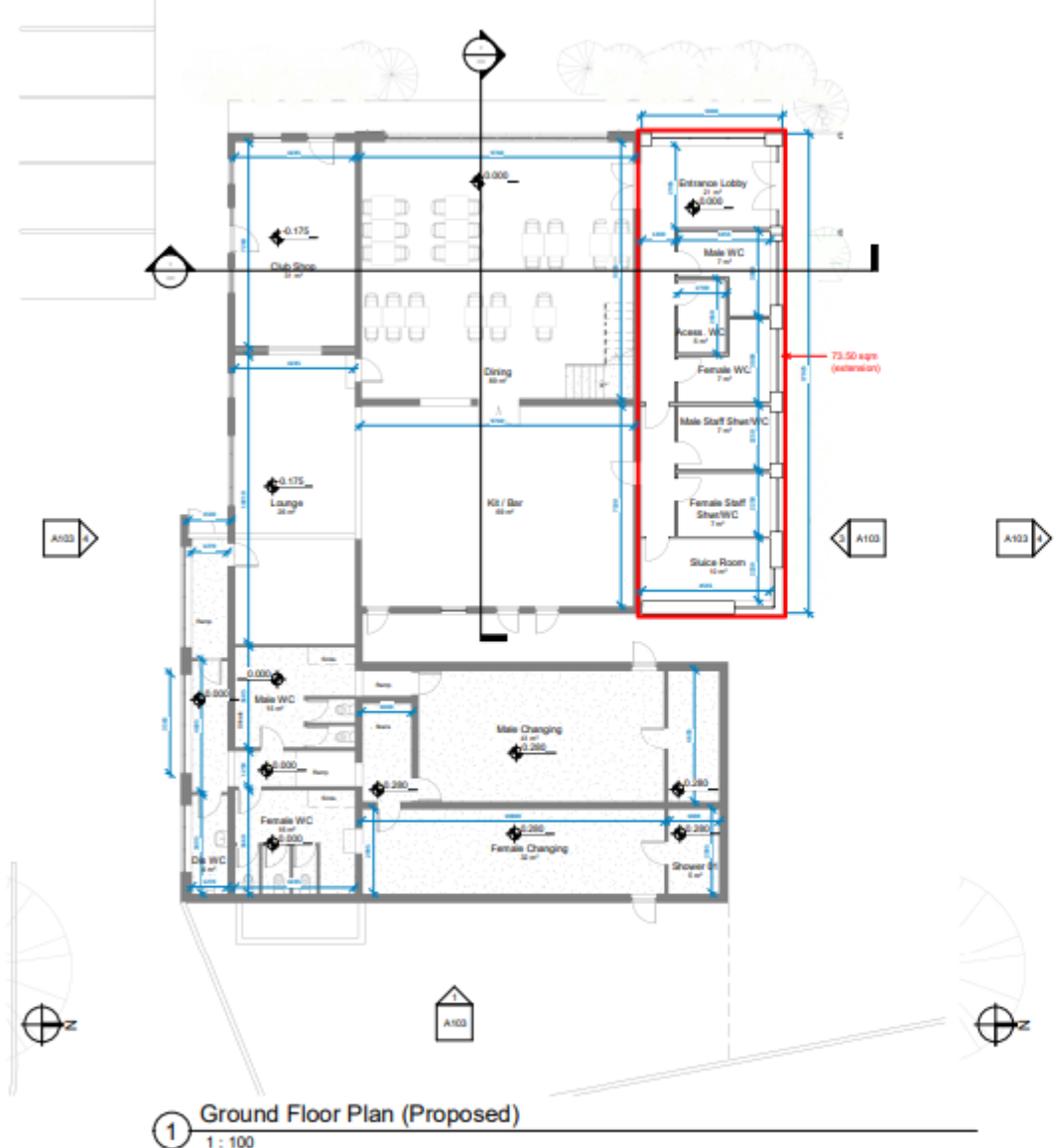
- (a) Following his investigation of two existing 'golf & accommodation' packages who would not be accepting any new golf club partner, Vice Captain presented contact details of some potential new green fee possibilities to the Pro shop staff for evaluation.
- (b) A tentative plan for a Pro-Am in 2024 has been prepared.

Strategic Goal Four: Level of Success measurable through: 1 Optimum membership levels / upgrades in membership category 2 Commercial income 3. Demonstrable growth in rounds played 4. Generation of repeat visitors / societies.

Additional Actions Undertaken

None

APPENDIX 1. 75m2 extension which would provide new restaurant entrance, restaurant toilets (including disability toilet), toilet and shower facilities for catering staff, and a kitchen sluice room.



1 Ground Floor Plan (Proposed)
1:100

2 First Floor Plan (P...)
1:100

APPENDIX 2

Proposed 75m2 extension and a possible future extension of the current dining room /restaurant area.



APPENDIX 3

The proposed 75m² extension with its flat roof used as an outdoor social and viewing area and the existing restaurant / dining room extended towards the existing putting green.

