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# ANNUAL GENERAL MEETING INFORMATION PACK

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24TH NOVEMBER 2021

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ESTD 1893



**KILLARNEY**  
GOLF & FISHING CLUB

# AGENDA

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# ANNUAL GENERAL MEETING

## CHAIRPERSON WELCOME - ADRIAN BRENNAN

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Dear Members,

I want to begin by wishing all our members and their families good health and happiness as we continue to navigate through these uncertain times. I want to thank all our staff and volunteers for all their hard work over the past 12 months; it has been a busy year at Killarney Golf & Fishing Club.

Unfortunately, after considerable deliberation, the Management Council decided to conduct the business of our AGM in a similar digital fashion to 2020. It is a great pity that we cannot meet, discuss the year that has been and what's to come. This decision was taken with the health and well-being of all our members and staff in mind. The risks are too great at present, and while further restrictions have not yet been put in place, we feel it's the safest way to conduct our AGM. Members will be given an opportunity to comment and reflect on the position of our great club.

The end of 2020 and the start of 2021 was tough for all as the country faced another Covid19 lockdown. All our plans were put on hold as we implemented contingencies on how our club would function during this period. Members were prohibited from playing their courses and enjoying their facilities. Staff levels were reduced, as we tried to navigate through this uncertain period. All our plans for 2021 had to be reviewed as we dealt with a situation which was and is constantly changing. Our staff deserve great credit for how they responded and put their shoulder to the wheel. Our courses continued to require maintenance while our clubhouse staff continually dealt with our customers and members.

Huge work was put into logging all our members details into our new online membership management and payment system. This was a huge asset for the club in allowing us to collect membership subs during this lockdown. Our only income during this period was from our members, and I want to thank each member who paid their annual sub and backed the club during those uncertain months. It provided us with a great level of certainty upon which we could plan and adapt to what the remainder of 2021 was going to throw at us.

The last few years have seen huge change within our club. We have set about improving many areas, from how it was managed and operated to the clubhouse, facilities, courses and beyond. This was done with huge support from our business partners Synergy Golf, Truffle Honey, Mark Heinemann and Paul Cotter. With the investment in our golf course machinery, we hope to see significant improvement in the conditioning of our courses. It will be the top priority for the new incoming Management Council for 2022. Enda and his greenkeepers needed our backing in this area, and it was long overdue. I hope that their patience will pay off, and that we see the full potential of our courses over the next few years.

As you will see from the extremely strong financial figures, the work and efforts of our staff along with the fantastic support by our members, we have carefully navigated through 2021 and turned potential losses into a positive for the club. We have come very far over the last few years, and our financial position year on year shows this. This was due to the major efforts of all our team and we thank them sincerely.

We thank our greenkeepers, golf services, admin and marketing teams who continue to keep the business of the Golf Club as their top priority. I wish to offer sincere thanks to our management partners Synergy Golf. Garrett, Andy, Ronan and all their team give us invaluable guidance, professionalism and support. We cannot thank ye enough and emphasise to our members how lucky we are to have ye with us on our journey to improve our golf club.

*Adrian Brennan*

Adrian Brennan

Chairman

Management Council 2021





# HOW THE AGM WILL RUN

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# ANNUAL GENERAL MEETING

## HOW THE AGM WILL RUN

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### OVERVIEW

At a meeting on Wednesday, 10th November 2021, after much deliberation and consideration, the Management Council unanimously decided that the 2021 AGM will no longer be held in person, but will instead follow the same format as the 2020 AGM via digital medium.

### IN ADVANCE - WEDNESDAY 17TH NOVEMBER 2021

- AGM Information Pack will be sent to Members via email.
- We invite questions from Members.
- The closing date for questions is Sunday, 21st November 2021 at 5pm.

### MOTIONS - TUESDAY 23RD NOVEMBER 2021

- Publish a Motion Document.

### ON THE DAY - WEDNESDAY 24TH NOVEMBER 2021

- Publish Frequently Asked Questions Document
- Voting Opens at 7.30am
- Members will be emailed a link to the Voting Platform
- Members will Sign In to AGM
- A quorum of 50 Member Sign-Ins must be reached for AGM to be valid.
- Members will cast their votes on the motions.
- Voting will close at 7.00pm
- Voting results of the Annual General Meeting will be published Thursday, 25th November 2021.

### WHAT DO MEMBERS NEED TO VOTE?

In order to sign in to the Annual General Meeting and register your vote on the motion, members will require the following information.

- Name
- Golf Ireland Number
- Date of Birth
- Phone Number

Please ensure you have this information as it will not be possible to sign in and register your vote without it.

### PROPOSING & SECONDING

It is being proposed that following receipt of any matters arising from Members feedback to this AGM document, the formal business of proposing and seconding the necessary items in this document will be carried out as per the below:

- Items of business requiring a proposer and seconder will following receipt of Members feedback, be proposed by the Management Council and Seconded by the Trustees of the Golf Club.



# IN LOVING MEMORY

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At this time,  
we take a moment to remember those we lost this year.

Patrick Byrnes

Kurt Neher

Jim Keating

Patrick Fleming

Klaus Noelke

Christy Quill

Ar dheis Dé go raibh a n-anamacha.





# AGM MINUTES 2020

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# ANNUAL GENERAL MEETING

## MINUTES OF 2020 AGM

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Ahead of the 2020 AGM, Government restrictions prohibited us from hosting a physical Annual General Meeting. As a result, the Golf Club's AGM was conducted using a digital medium on Monday 30th November 2020.

For the record, the process followed is outlined below and at 8.44am we reached our quorum for the 2020 Killarney Golf & Fishing Club AGM as 50 members had signed in and registered their votes. The total number of votes recorded during the online digital AGM was 252.

### IN ADVANCE - MONDAY 23rd NOVEMBER 2020

- AGM Information Pack sent to Members via email.
- We invited questions from Members.
- The closing date for Questions was Thursday 26th November at 12pm.

### ON THE DAY - MONDAY, 30th NOVEMBER 2020

- We published Frequently Asked Questions Document.
- Voting Opened at 7.30am.
- Members were emailed a link to the Voting Platform.
- Members Signed In to AGM
- A quorum of 50 Member Sign-Ins was reached and AGM was valid.
- Members cast their votes on the motion.
- Voting will closed at 4.30pm
- Voting results of the Annual General Meeting were published Tuesday, 1st December 2020.

### WHAT MEMBERS NEEDED TO VOTE?

In order to sign in to the Annual General Meeting and register your vote on the motion, members required the following information.

- Name
- GUI / ILGU Number
- Date of Birth
- Phone Number

### PROPOSING & SECONDING

It was being proposed that following receipt of any matters arising from Members feedback to this AGM document, the formal business of proposing and seconding the necessary items in this document will be carried out as per the below:

- Items of business requiring a proposer and seconder will following receipt of Members feedback be proposed by the Management Council and Seconded by the Trustees of the Golf Club.



# ANNUAL GENERAL MEETING

## MINUTES OF 2020 AGM

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### Use of Zoom Platform or Similar for the AGM Presentation

Considerations were given to hosting an online conference style meeting. At last year's AGM we had 131 members physically attend, at the 2018 AGM over 400 people attended and over 900 members engaged with the digital SGM held earlier this year. From a logistical point of view, we needed to give consideration to having to potentially accommodate up to 1500 people. Having contacted other clubs who have conducted live meetings, including the ones who have used contractors, the results and satisfaction has been very mixed. As we had already conducted our SGM in a similar fashion, members were very happy with the method and in particular, the area of engagement. This was evident with the number of votes cast. As a result, the decision was taken to prepare a significant AGM presentation pack, present it to the members in a very professional manner with voting to take place in the similar fashion to that of the digital SGM.

### Motions

No additional motions were received by the Management Council. No amendments or counter motions were received in relation to Motion 1. As such, digital voting is now open on Motion 1.

### Typo In Budget 2020/21

On page 6, we have amended a typo in the budget for 2020/21. The Golf Buggies & Cart Hire & Golf Pro figure has been revised upward to €65,000 from €45,000. This was a typographical error.

### Golf Course Availability

Throughout this year, golf experienced unprecedented demand from its members, their guests, and visitors. Killarney Golf & Fishing Club was no different. As such we have been pro-actively managing access to the golf course for members, their guests, and visitors. As a result of Covid 19 from 18th May to 29th June, the Club was exclusively reserved for Members and their guests offering unprecedented access. After 29th June, the club was permitted to accept visitors and this was done in line with guidelines, original bookings and always monitoring access for members. As Members are aware, we have an over reliance on visitor green fee income to ensure we keep the golf club solvent, in their absence the club suffers. We have been actively working with both the Ladies and Mens Clubs to ensure as much access as possible is given to the Club Members and this will continue throughout 2021.

### Golf Course Rankings

The golf magazine course rankings are something we monitor. However, our ambitions are to continually improve the facilities and experience for our Members, their guests and our visitors. As such the rankings will take care of themselves in due course. Excellent progress has been made in this area throughout 2020.

### Scorecard Amendment

Earlier this year, scorecards were redesigned as part of our overall strategy to improve. They now present in line with our overall branding and their quality has significantly improved. They now include a pin sheet which better represents the location of the pins on the greens. In 2021, our flags will be changed to crested flags, there will be different colour flag on Killeen than Mahony's Point. These will link in to our overall branding for the golf club.

### Database Management

As outlined in the marketing report by Synergy Golf, enormous amounts of time have been spent improving our overall sales and marketing processes. Database management is a huge part of this process and significant work has been carried out on all our databases both internationally and domestically. We continue to actively engage with our partners both on a national and international level and as such this is an area that continues to grow and improve. Our email collection pop up on the website has proven to be very successful and we are very pleased with the progress made. Killarney Golf & Fishing Club is far better represented online than ever before which is good for the Club and its Members.

# ANNUAL GENERAL MEETING

## MINUTES OF 2020 AGM

### PROPOSED INCOME & EXPENDITURE BUDGET FOR 2021

#### INCOME

Subscriptions	€1,120,000
Green Fees & Golf Range	€635,000
Trading Centres	€65,000
Golf Buggies & Cart Hire & Golf Pro	<u>€65,000</u>
<b>Projected Income</b>	<b>€1,885,000</b>

#### EXPENDITURE

Payroll	€980,000	
Printing/Stationary & Promotions	€110,000	
Insurance	€35,000	
Legal, Licence, Prof & Sec	€65,000	
Course Upkeep & Maintenance	€250,000	
Postage & Telephone	€5,000	
Club Subsidies	€55,000	
Cleaning & Laundry	€40,000	
Light & Heat	€85,000	
Rent & Rates	€85,000	
Clubhouse Maintenance & Repairs	€55,000	
Bank Charges	€25,000	
Buggy Rental Costs	<u>€50,000</u>	<u>€1,840,000</u>

<b>Total</b>	<b>€45,000</b>
<b>Less Expenditure allocated for Capital Program</b>	<b><u>€200,000</u></b>
<b>Total</b>	<b>-€155,000</b>
<b>Less Estimated Depreciation</b>	<b>- <u>€50,000</u></b>
<b>Surplus for the Year</b>	<b>-€205,000</b>

### MINIMUM CASH RESERVES, BANK BORROWING LIMITS, AUDITOR APPOINTMENT

The minimum Cash Reserves for 2021 are proposed at €300,000.

The Bank Borrowing Limits for 2021 are proposed to be set at €0.

Curran Moore & Co are proposed as the Club's Financial Auditor for 2020/21.

**Approved.**

# ANNUAL GENERAL MEETING

## MINUTES OF 2020 AGM

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### OVERVIEW

The Management Council are proposing the motion below. It will raise approximately €25,000 in revenue and will help support the capital investment program of improvements for Members. We kindly ask all Members to support this motion as we continue to improve our historic Golf Club.

### MOTION 1

It is proposed by the Management Council that Membership fees for 2021 be increased as follows:

- An increase of €20 for Members aged 18 to 24 years where the current fee is €350 plus GUI/ ILGU fee. The proposed increase would bring the relevant fee to €370 plus GUI/ILGU fee.
- An increase of €20 for Members aged 25 to 29 years where the current fee is €645 plus GUI/ILGU fee. The proposed increase would bring the relevant fee to €665 plus GUI/ILGU fee.
- An increase of €20 for Ordinary Members aged over 30 years where the current fee is €901 plus GUI/ILGU fee. The proposed increase would bring the relevant fee to €921 plus GUI/ILGU fee.
- An increase of €20 for members who have reached the age of 66 years (and who have attained 30 or more years membership) where the current fee is €510 plus GUI/ILGU fee. The proposed increase would bring the relevant fee to €530 plus GUI/ILGU fee.
- Members who avail of couples rate shall have the increase applied pro-rata i.e. €30 per couple.
- Members who joined on the (Individual) €2000 (Couples) €3000 year one and €1200/€1,800 per annum thereafter shall not be subject to a rate increase.
- No change to members up to 17 years of age or for those over 80 years of age.
- An increase of €20 for members of the Fishing Club where the current fee is €525. The proposed increase would bring the relevant fee to €545.
- An increase of €20 for members of the Fishing Club over the age of 66 years where the current fee is €326. The proposed increase would bring the relevant fee to €346.

Proposed by Ann Courtney - Finance Officer. Seconded by Adrian Brennan - Chairman.

**Motion Passed**



# ANNUAL GENERAL MEETING

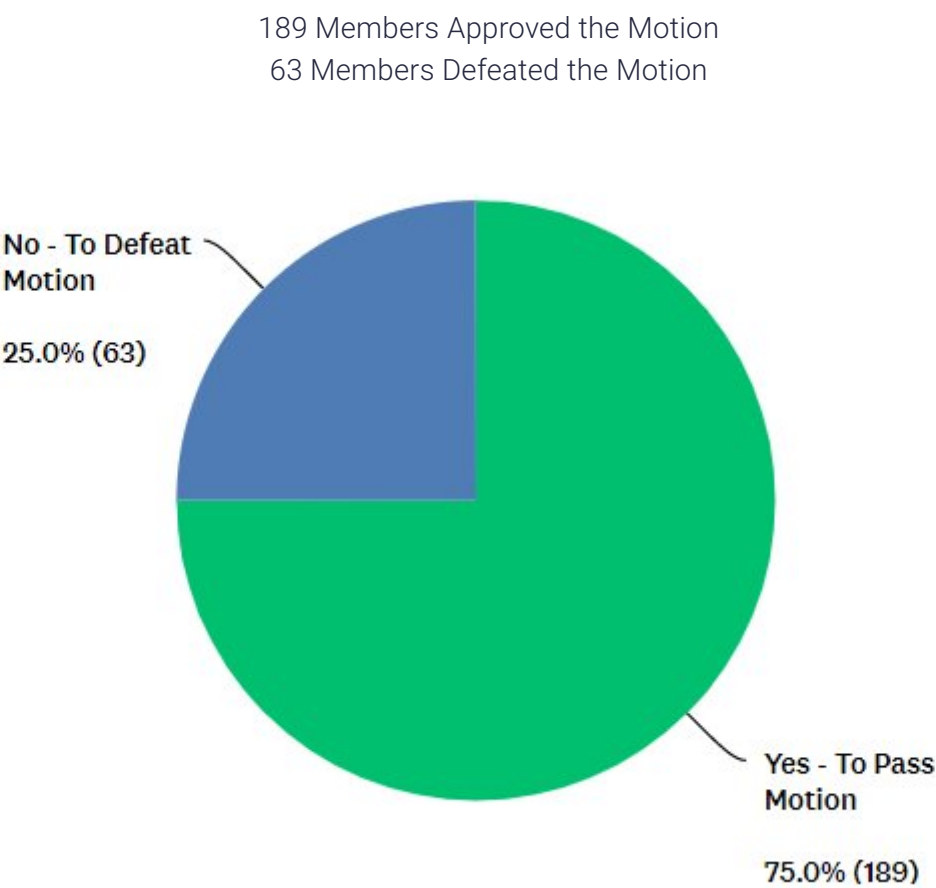
## MINUTES OF 2020 AGM

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At 8.44am we reached our quorum for the 2020 Killarney Golf & Fishing Club AGM as 50 members had signed in and registered their votes.

The total number of votes recorded during the online digital AGM was 252

The results of the Motion 1 show:



As such the motion is deemed to have passed and the outcome of the same will be implemented upon membership renewal 2021.

# ANNUAL GENERAL MEETING

## MINUTES OF 2020 AGM

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### Management Council 2020/21

As of 4.30pm on Monday 30th November 2020, the new Management Council for 2021 is deemed elected.

The elected Management Council is as follows...

- Adrian Brennan
- Ann Courtney
- John English
- Tony Sugrue
- Vacant

### Club Officials

- President Marguerita Mulcahy
- Captain Harry O'Neill
- Lady Captain Anne Looney

### Vacancies

There will be 1 vacancy on the Management Council for 2020/21. As such, and in accordance with the constitution the following will now apply.

#### 8.1.6.3

Where a vacancy or vacancies remains for an elected Member(s) on the Management Council. The Management Council may co-opt a member or members of not less than five years standing whom it considers suitable to serve on the Management Council.



# FINANCIAL REPORT

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FINANCE OFFICER - ANN COURTNEY



# ANNUAL GENERAL MEETING

## FINANCIAL REPORT - ANN COURTNEY

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The last 12 months have been very challenging for everyone at Killarney Golf & Fishing Club. All throughout the year, Covid 19 continued to impact on how the business of Golf Club functioned week to week. Thankfully, and as we have done all throughout the pandemic, we navigated through the year with prudence, caution and adapting when required to ever changing circumstances. The Management Council are very pleased with what we have achieved in managing the finances of the Golf Club this year on behalf of the members.

### HIGHLIGHTS FROM 2021

- The Surplus for this year is €532,628. This is a welcome achievement, given a very unusual year with the effect of Covid 19. We had a very strong end to our financial year with July, August and September being very busy with Green Fees.
- Our total income for the year is up €332,547 – circa 21% on last year. This is an excellent achievement by the management team considering the circumstances of the last 12 months, in particular given the closures experienced at the beginning of 2021..
- Our Green Fee revenue was up €249,669 on the previous year, as we aggressively targeted the domestic market. The marketing team were excellent in devising the plan which Management Council signed off on to attract this business. The Golf Courses were very busy, and the Golf Services team did extremely well in facilitating visitors experience at Killarney Golf & Fishing Club. As you'll be aware, Golf resumed in 2021 on 26th April, with visiting golfers being allowed from 12th May. Behind the scenes, we had been preparing for a significant reduction in international travel as many bookings were moving to 2022, as we did in 2020, we took a very proactive approach, and focused substantial effort on the domestic market and as you can see, this was done to great effect.
- Membership revenue was very consistent with 2020. We delayed billing in January and February and extended the membership payment plan for members into October & November of 2021 in an effort to support and facilitate our members in these difficult times. Thank you again to all our members who have supported us particularly over the last 18 months and in this surreal time. It is much appreciated.
- Our total expenses for the year are down €46,850 – circa 3% on last year. This was due to the continued scrutiny of costs by our management team Synergy Golf and Management Council.
- As you will see below, It is proposed that the cash reserves for 2022 be set at €500,000. This is the first time since the completion of the Deloitte report that we have been able to meet with their recommendation of a minimum cash reserve of €450,000. The Management Council have been working hard to achieve this goal over the past number of years.

# ANNUAL GENERAL MEETING

## FINANCIAL REPORT - ANN COURTNEY

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### OTHER COMMENTARY

- Our new automated membership system was instrumental and key to our successful cashflow management. As you are aware, the Club was closed, and we were in lockdown in early 2021, when subs are traditionally collected. However, with the introduction of the automated electronic payment system, it allowed us collect subscriptions online during this period. This enabled us to have sufficient cash flow to trade through the winter months, until we opened again in late April, i.e., to pay wages, utilities, and expenses, to prepare for the 2021 season.
- The income from the Golf Shop, Bar and Restaurant was up by €17,857 on 2020. This increase was reflected in the extra numbers playing our courses. The support from members to the Golf Shop and Restaurant in 2021 was much appreciated. We are particularly pleased with the positive feedback on the pro shop, food and catering services at the Golf Club.
- The income from the Buggy / Cart Hire was up €27,922 on 2020. This revenue stream has been a great source of Income for the Club since the structure change made in 2019. We expect this area to grow significantly once the overseas golfers return.
- Our payroll costs are down €42,789 on the prior year before government assistance. We had to make some difficult decisions on temporarily laying off some Staff and implementing 3-day weeks. These decisions were all made to secure the long-term future of the Golf Club and Staff. We did apply for the Government's Wage Subsidy Scheme and tourism support grants, and we received €254,006 from these in late 2020 and early 2021.
- Our marketing spend was €105,370 this year. This marketing spend now yields a significant return to the Club, in terms of both green fee growth and ancillary spend at the club. Huge credit is due to the marketing team and the super job they have done this year. With substantial overseas bookings being wiped off the books for 2021, they began immediately targeting the domestic market with great results. As you can see from our figures, this was key to the Golf Club being able to trade through a very difficult period in 2021 and protecting the financial viability of the Club.
- The course spend was €219,983. This was in line with 2020. The buying expertise of Ronan Branigan from Synergy Golf and our own Enda Murphy has allowed us to achieve greater economies of scale in this area over the last 3 years. This is particularly important as there has been a sharp rise in costs lately.
- The Management Council had identified the Golf Course Machinery as one of the main areas of investment in the AGM pack last year. The old fleet was costing circa €50,000 in repairs per year and was unfit for purpose. With the very positive financial year evolving, the Management Council committed to upgrading to a new fleet of Machinery with the supplier John Deere.
- The overall cost of the new machinery is €646,488k. We paid €266,488 up front and we will pay the balance over the next 3 years. The new machinery will have a useful life of 8 years. The Management Council are happy that this investment will present the courses in consistently better condition for members going forward.
- The revised Capital Expenditure figure spent on improvements to the Courses, Clubhouse and Academy is €80,106. We invested in a new ball machine for the Academy which will be well received by members. We continue to invest in our facilities and many areas are still in need of upgrading.

# ANNUAL GENERAL MEETING

## FINANCIAL REPORT - ANN COURTNEY

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### OUTLOOK FOR 2022

- We hope to return to a more normal trading year in 2022, and this is reflected in our budgets. We expect our Green Fee Revenue to return to a more normal level with the hope of less Covid 19 restrictions. If Covid 19 has a further large impact on business next year, we will adapt our budgets as we have done in 2020 and 2021.
- The marketing team has been very busy in developing relationships with Tour Operators and local Hotels as we aim to grow our international business. We currently have in excess of €500K in business booked for 2022.
- In our budget for 2022, we have increased the cost base in most areas of our business. We have seen a sharp rise in costs recently as we see the further impact of Covid 19 and Brexit on the cost of doing business in the current climate.
- We continue to invest to improve facilities for our members which is outlined in the Capital Expenditure Programme for 2022. This Investment allows us to continue on the great improvements that have been evident since 2019.
- Our cash position is currently strong which is down to Management Council and Synergy golf taking a very prudent approach to the management of the finances for some years now. Budgets have been meticulously managed throughout the Covid 19 pandemic. This will continue, and we hope to trade out of the major impact of Covid 19 next year. We look forward to welcoming back our overseas visitors, a cohort which forms a significant part of our business model.
- As you will note from the motions, there are no increase in golf subscriptions for the 2022 season. We thank the members for their support over the years and look forward to welcoming everyone back again in 2022.



# ANNUAL GENERAL MEETING

## AUDITOR REPORT - FDC ACCOUNTANTS

FORMALLY  
CURRAN MOORE

### Killarney Golf & Fishing Club

#### INCOME & EXPENDITURE ACCOUNT

#### YEAR ENDED 30/09/2021

	Year Ended 30/09/2021	Year Ended 30/09/2020
<b>Income</b>		
Subscriptions	1,140,442	1,152,949
Golf Pro	5,000	4,000
Green Fees & Vouchers	723,980	474,311
Restaurant	32,010	16,013
Bar Gross Profit	10,107	10,100
Pro shop Sales	47,108	45,255
Government Covid 19 supports	254,006	202,838
Buggy's/Cart Hire	77,235	49,313
Sundry income	0	2,000
Range Sales	53,901	54,463
<b>Gross Profit</b>	<b>2,343,789</b>	<b>2,011,242</b>
<b>Expenditure</b>		
Payroll	932,957	975,746
Printing, Stationery & Promotion	105,370	112,418
Insurance	39,813	32,704
Legal, Licence & Professional	80,598	64,914
Course Upkeep & Maintenance	219,983	219,574
Postage & Telephone	4,031	8,871
Club Subsidies	65,069	53,994
Cleaning & Laundry	24,073	32,854
Light & Heat	66,850	70,892
Rent & Rates	26,891	60,175
Clubhouse Maintenance & Repairs	54,385	47,035
Bank Charges	20,453	16,626
Buggy & Trolley	54,541	46,061
<b>Total Expenses</b>	<b>1,695,014</b>	<b>1,741,864</b>
<b>Profit/Loss pre Depreciation, capital programme costs</b>	<b>648,775</b>	<b>269,378</b>
<b>Expenditure Allocated to Capital Programme</b>	<b>80,106</b>	<b>119,569</b>
<b>Depreciation</b>	<b>36,041</b>	<b>47,896</b>
<b>Surplus/(Loss)</b>	<b>532,628</b>	<b>101,913</b>

# ANNUAL GENERAL MEETING

## AUDITOR REPORT - FDC ACCOUNTANTS

FORMALLY  
CURRAN MOORE

### Killarney Golf & Fishing Club

#### BALANCE SHEET

as at 30 September 2021

	2021 €	2020 €
<b>Fixed Assets</b>		
Tangible assets	410,255	81,459
<b>Current Assets</b>		
Stocks	15,440	10,197
Debtors	116,082	139,455
Cash at bank and in hand	1,314,520	906,248
	1,446,042	1,055,900
<b>Creditors: Amounts falling due within one year</b>	(598,527)	(445,864)
<b>Net Current Assets</b>	847,515	610,036
<b>Total Assets less Current Liabilities</b>	1,257,770	691,495
<b>Creditors</b>		
Amounts falling due after more than one year	(38,392)	(4,745)
<b>Net Assets</b>	1,219,378	686,750
<b>Reserves</b>		
Income and Expenditure Account	1,219,378	686,750
	1,219,378	686,750

# ANNUAL GENERAL MEETING

## AUDITOR REPORT - FDC ACCOUNTANTS

FORMALLY  
CURRAN MOORE

### NOTES TO THE INCOME AND EXPENDITURE ACCOUNT – YEAR ENDED 30TH SEPTEMBER 2020.

Presented By Ian Holohan – Curranmoore Accountants (Now FDC Accountants)

#### 1. MEMBERSHIP SUBSCRIPTIONS

Membership subscriptions receipts decreased by €12,507 (1%) from 2020 to 2021. The club had 1,743 members as at 30/09/2021. Membership income is recorded on a cash receipt basis and the two month time extension form members paying by Direct Debit due to Covid 19. This will result in some of the year end 30/09/2021 subscriptions being reported, as part of next years accounts.

#### 2. GREEN FEES & GOLF RANGE

This income increased by €249,107 (47%) from 2020 to 2021 however 2021 income is down 27% on 2019 figures (pre Covid 19).

This reduction in income is due to the Government restriction relating to the COVID-19 Pandemic. Majority of overseas golf business was cancelled for 2020/21 and with a combination of travel shutdown, lockdown in Ireland's tourism infrastructure and our three golf courses being closed for extensive periods, all of these resulted in this 27% reduction on 2019 income levels.

The easing of COVID-19 restrictions in 2021 combined with an increase in domestic market business has lead to a much improved business in 2021 compared to 2020.

The most important thing is predicting and planning for 2022 . While there is no certainty of future events, especially as we currently see an increase in Covid 19 cases in Ireland. Tourism Ireland through their own research are very positive about future demand for golf and are very confident that golfers will travel when the time is right. The team here in KGFC is continuing to promote to the Irish market, keeping a high presence in the US market and KGFC year to date, has in excess of €500,000 pre bookings for the 2022 season.

The national average for green fee income is 31% of club turnover and in fact this can be as low as 14% according to Golf Ireland statistics. This pandemic has once again demonstrated that we are more reliant than most golf clubs on Green fees to remain sustainable and this is a risk that needs to be reviewed on an ongoing basis.

#### 3. PAYROLL COSTS

2021	2020
€932,957	€975,746

The club received Covid 19 supports in both years to support wages costs.(see income section, total EWSS Wage Subsidy in 2021 of €132,127). The average payroll cost for a golf club is 48% of total costs, in 2021 KGFC payroll cost was 39% (48% in 2020), meaning KGFC is in line with industry best practise.

# ANNUAL GENERAL MEETING

## AUDITOR REPORT - FDC ACCOUNTANTS

FORMALLY  
CURRAN MOORE

### 4. PRINTING, STATIONERY & MARKETING

2021	2020
€105,370	€112,418

With the collapse of the international golf market which traditionally accounted for the majority of our green fee income, our marketing team, very successfully targeted the domestic market and this years green fee income growth is a testimony to this hard work. The pre booking figures are very strong for 2022 and all markets offer opportunity for growth from 2020 and 2021.

### 5. PROFESSIONAL FEES

Professional fees are up on last year and this is due to a number of factors, we had to pay an insurance assessor to attend to the insurance claim relating to roof damage and also some fees that were initially waived in 2020 due to Covid 19 but not in 2021.

### 6. COURSE UPKEEP & MAINTENANCE

2021	2020
€219,983	€219,574

Course costs were in line with budget and at 9% of turnover are lower than industry expectations of 13%.

### 7. RENT AND RATES

2021	2020
€26,891	€60,175

In 2021 the club received both a waiver and a restart grant from Kerry County Council (the grant is included in income section).

### 11. CLUBHOUSE MAINTENANCE & REPAIRS

2021	2020
€54,385	€47,035

The clubhouse maintenance and repair costs were increased by €7,350 from 2020. This was as a result of ongoing investment in the repair and upkeep of the clubhouse facilities.

### 12. APPROVED PROJECT COSTS

2021	2020
€80,106	€119,569

The approved project costs were managed in line with income and projection as the golf club re-opened. Major items completed were the driving range ball machine, kitchen and terrace upgrades, along with improvements to the chapel.

Auditor Report Ends



# ANNUAL GENERAL MEETING

## FINANCIAL REPORT - ANN COURTNEY

### PROPOSED INCOME & EXPENDITURE BUDGET FOR 2022

#### INCOME

Subscriptions	€1,195,000
Green Fees & Golf Range	€1,100,000
Trading Centres	€120,000
Golf Buggies & Cart Hire & Golf Pro	<u>€110,000</u>
<b>Projected Income</b>	<b>€2,525,000</b>

#### EXPENDITURE

Payroll	€1,175,000	
Printing/Stationary & Promotions	€120,000	
Insurance	€37,500	
Legal, Licence, Prof & Sec	€90,000	
Course Upkeep & Maintenance	€250,000	
Postage & Telephone	€4,500	
Club Subsidies	€70,000	
Cleaning & Laundry	€47,500	
Light & Heat	€90,000	
Rent & Rates	€85,000	
Clubhouse Maintenance & Repairs	€60,000	
Bank Charges	€35,000	
Buggy Rental Costs	<u>€55,000</u>	<u>€2,119,500</u>

<b>Total</b>	<b>€405,500</b>
<b>Less Expenditure allocated for Capital Program</b>	<b>(€160,000)</b>
<b>Less Sustainability Investment</b>	<b>(€40,000)</b>
<b>Less Estimated Depreciation</b>	<b><u>(€145,000)</u></b>
<b>Surplus for the Year</b>	<b>€60,500</b>

### MINIMUM CASH RESERVES, BANK BORROWING LIMITS, AUDITOR APPOINTMENT

The minimum Cash Reserves for 2022 are proposed at €500,000.

The Bank Borrowing Limits for 2022 are proposed to be set at €0. Lease from John Deere €130,000

FDC Accountants (previously CurranMoore) are proposed as the Club's Financial Auditor for 2021/22.

# ANNUAL GENERAL MEETING

## FINANCIAL REPORT - ANN COURTNEY

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### PROPOSED CAPITAL EXPENDITURE 2022

#### ON COURSE

- KILLEEN €5,000  
General Improvements
- MAHONY'S POINT €35,000  
New Pathways on 16th, 17th, 18th Holes  
New Bunkering on 17th Hole

- FRONT ENTRANCE €15,000
- Upgrade to Front Entrance

- CLUBHOUSE €85,000
- Upgrade to Kitchen Flooring
  - Lobby Upgrades
  - Presidents Room Upgrades
  - Roof Upgrades
  - Locker Room Upgrades
  - Chapel Upgrades

- SUSTAINABILITY INVESTMENT €40,000
- Pending recommendations from sustainability report.

- CONTINGENCY €20,000

- TOTAL ESTIMATED CAPITAL PROGRAMME COST €200,000



# HOUSE REPORT

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HOUSE OFFICER - TONY SUGRUE

# ANNUAL GENERAL MEETING

## HOUSE REPORT - TONY SUGRUE

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It has been another busy year for the area within the Golf Club known as “House”. As previously mentioned, a significant ongoing investment is required in the clubhouse and facilities to enhance them over the coming years. At the beginning of this financial year, we had broken down the need for capital expenditure into several areas:

- Upgrade to Kitchen Electrics
- Upgrade to Kitchen Flooring
- General Painting & Decorating
- Upgrading of Signage & Front Entrance
- Upgrading of Equipment
- Upgrading of General Lighting
- Window Repairs
- Exterior Painting

As you will be aware, Covid19 wreaked havoc on the early part of the Club’s financial year. Closures in October, November, January, February, March and April meant that a prudent and cautious approach needed to be taken to investment in the early part of the year. As such some of the above was paused.

### BAR & RESTAURANT

As part of our continued improvement to the members experience of the bar and restaurant areas, the following was completed.

- Significant upgrade of the President’s Terrace area.
- Bar & Restaurant area re-painted following water damage.
- Upgrading of external terraces to facilitate outdoor dining, paint & lights.
- Costings received to upgrade the President’s room.
- Costings received to upgrade the Bar & Restaurant area.
- Equipment upgrades in the bar, fridges, tills etc...
- Electrics upgraded to allow for new service layout.

### KITCHEN

In similar fashion to that of the Bar & Restaurant, the Kitchen area was upgraded to support essential service requirements.

- New Kitchen Equipment replaced as older items fail.
- Full electrical upgrading of all boards in the Kitchen.
- Repairs to floors in wash up area.
- New stainless steel shelving throughout.
- Costings received for full flooring upgrade.
- General maintenance and repairs carried out as required.



# ANNUAL GENERAL MEETING

## HOUSE REPORT - TONY SUGRUE

### OFFICE & SYSTEMS

Last year significant upgrading of our offices and systems took place. This year the focus shifted to training and development of knowledge on how to use these systems for the betterment of the business activities.

- Bar till system upgraded to same software as the golf shop with a view to a fully integrated system across the facility.
- New member swipe cards ordered and in testing.
- Some early bugs still remain but our supplier is working hard to remedy these year one system teething problems.
- Committee Room upgraded with carpets, photo frames, new blinds.

### FRONT ENTRANCE

Again, the upgrading of the front entrance was put on pause due to the pandemic. We did upgrade some of this area and engaged with Kerry Co. Co. about how we can utilise the area together.

- This area is in the CapEx plans for 2022 for full upgrade.

### LAGOON

This area remains in significant need of repair. Significant work has gone into reviewing how this area can be upgraded.

- Drafted specifications for required upgrades.
- Received proposal from Inland & Coastal.
- Various contractors met and upgrade costs submitted from €200k - €300k
- Painted fence adjacent to the 1st tee in Killeen.
- Life buoys were fitted at pier and 1st tee area on Killeen.
- The wall around lagoon was cleaned.
- New berth and boat numbers received and on file.

### CLUBHOUSE ROOF

This area remains in significant need of repair. In February, we experienced a freak series of events which lead to water entering the building. As a consequence.

- Drafted specifications for required upgrades to roof.
- Received proposals from several suppliers.
- Various contractors met and upgrade costs submitted.

# ANNUAL GENERAL MEETING

## HOUSE REPORT - TONY SUGRUE

### THE CHAPEL

Following several steps taken last year to upgrade the Chapel area, similar occurred this year.

- Bathrooms and toilets upgraded, floors and painting.
- New carpets laid in main area.
- Roof, fascia and soffit repairs.
- Upgraded fire safety and alarms.
- New commercial equipment.
- Tidying of the outside area and erect fencing.

### SUSTAINABILITY

Climate change and environmental sustainability is an important element of Killarney Golf & Fishing Club's plans for the coming years. Recently one of our Management Council members completed the climate ready academy energy leaders programme in collaboration with SEAI. The knowledge gleaned will allow the golf club to plan and improve its current practices which will allow for practical application. The plan will be aimed at increasing energy and resource efficiency and identifying actions which will lead to better, more environmentally friendly operations. Codex Energy Consultants are currently carrying out an energy audit of the Golf Club which will include recommendations. The Golf Club will allocate a portion of its Capital Programme Investment budget annually towards improving the environmental sustainability of the Golf Club.

### GENERAL MAINTENANCE & SAFETY

Across the rest of the clubhouse and environs, we carried out the following.

- Reviews took place of all Facility Management records.
- Exterior wall painting and upgrading.
- Oil tank was replaced.
- Electrical repairs to the charge points for the buggies.
- General clubhouse electrical repairs.
- Panels and automatic door repaired in lift.
- Baby Fitting unit fitted in toilets downstairs.

In conclusion, we have once again achieved a lot in this area. We took a prudent and cautious approach to the expenditure and we have a clear and concise plan of the priorities moving forward. I would like to give special thanks to Andy and Graham from Synergy Golf, Mike O'Keeffe, Paudie Horan and Rock for their respective roles in managing "the house". Literally no task is ever an issue for these guys, and I thank them sincerely.



# COURSE REPORT

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COURSE OFFICER - JOHN ENGLISH

# ANNUAL GENERAL MEETING

## COURSE REPORT - JOHN ENGLISH

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2021 was a year of two halves for the country and the Club. After the initial Lockdown, Members and Guests came flooding back to the course. Incredibly, the first ball of 2021 was placed on the tee peg in late April.

On the course, we had our challenges too. Up to the end of April, we were operating with a reduced team that were on reduced hours as part of our Covid19 prevention strategy. Whereas this worked very well, it did result in us starting the season on the back foot. However, the team rallied well and were in their stride in a relatively short period of time.

Operationally, the periods of drought, infrequent rain and protracted periods of high temperatures put pressure on our ability to present the course in the manner that we aim for. There was less than normal rainfall from June through to mid-September and the same period has two distinct 'droughts' in July and August. The first drought, which coincided with a breakdown in the irrigation, took its toll on the greens and aprons, while the second drought took its toll on the fairways. Unfortunately, the resultant damage took almost eight weeks to repair but there were invaluable lessons learned that will result in greater resilience on both the course and in the team. This will be expanded on later.

Machinery proved unreliable and problematic up until July with frequent breakdowns and loss in productivity. This manifested itself in a decision to go ahead with the machinery order that had been put on hold in 2020. The new machines started to be delivered in mid-August and quickly made their mark. Due to delays in manufacturing, they appeared on site one piece at a time and we are still awaiting the delivery of five units. The Club were very fortunate to place their order when they did as the current wait time on new machinery orders is over six months. All machinery will be in place in 2022, and we are all looking forward to the improvements that this will allow us to make in the course condition and presentation.

On the HR front, we took the initial step of refining the team structure and organisational chart on the course. The net result is that there is a distinct team on each course, while Enda Murphy holds the position of Head Greenkeeper. The team leads are Peter Nagle on Academy/The Range; Dave McIndoe on Mahony's Point and Enda Murphy on Killeen. This winter will see further refinement of each team with the assignment of assistant positions and specific technical roles. This will build greater depth, increased focus, accountability and autonomy into the greenkeeping team that will have a positive effect on course conditioning and overall morale. We would like to thank all of the course staff for their willingness to engage in this process.

The program for Winter 2021/22 will focus mainly on improvement to the pathways on both Mahony's Point and Killeen; remedial work to repair any damage caused as a result of the incredibly busy golfing season; tree work to include planting, pruning and felling; upgrading and adjustments to the irrigation system; bunker reshaping on Mahony's Point and general maintenance.

Finally, we would like to thank the various committees, the volunteers, and all the members for the selfless work that they put into the golf course and the courtesy that is extended to the team at all times.

*John English | Ronan Branigan | Enda Murphy*



# ANNUAL GENERAL MEETING

## COURSE REPORT - JOHN ENGLISH

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### 2021 Lessons Learned

2021 will be remembered for a lot of things, but on the golf course, we will always remember the date of July 18th. This was the Sunday that the irrigation system broke down for two days in the middle of a severe drought period. It proved to be the tipping point for the Greens and Collars on Killeen and Mahony's Point. Up until then, we had been receiving great feedback on the condition of the golf courses, however, post July 18th, the feedback was, understandably, the opposite. The resultant impact was most severely felt on Killeen, and the remedial plan that was put in place took eight weeks to take effect. There still remains the odd 'sore spot' on the Killeen greens and these have already begun to be addressed.

Enda, and his team, rather than look for excuses decided, instead, to learn from the experience. As a result, we have now enacted changes and policies that will add resilience to our operations that would not have been affected otherwise. These are outlined below:

- Testing and activating an old borehole that will now be used as a source for our irrigation water when the water level in the lake is low. This low water level is usually accompanied by high temperatures, increased algae and polluted water that is then applied to the greens, tees and fairways which causes knock on issues. This will no longer happen as we are now pulling from an aquifer that is 75 foot deep.
- A full audit of the irrigation system over the winter that will identify damaged sprinklers, raise sprinklers that are too low, adjust arcs and troubleshoot any additional problems that arise.
- Update hand watering points in the Mahony's Point valve boxes so that we can use quick coupler connections.
- Purchase a new hand watering cart for hand watering.
- The installation of a new irrigation pump at the Academy.
- Overseeding the greens, tees and fairways with more drought tolerant grasses that suffer less from drought/heat stress. This year the greens were overseeded twice, and Killeen fairways were overseeded once. This programme will continue and extend to all areas next year.
- The purchase of a soil moisture meter to allow us to measure soil moisture levels so that we can get irrigation on when needed, hand water 'hot-spots' etc... before a problem occurs.
- The wider use of wetting agents on all playing areas to hold and retain moisture in the profile.
- More frequent aeration to encourage deeper rooting and improved drought tolerance.

Growth, unfortunately, is usually accompanied with pain. The trick is to build on it rather than wallow in excuses. The lessons learned from this year will stand us all in good stead for many years to come.

*John English | Ronan Branigan | Enda Murphy*

# ANNUAL GENERAL MEETING

## COURSE REPORT - JOHN ENGLISH

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The impact of Covid19 and lockdowns meant that less discretionary works could take place. Notwithstanding, we managed to complete the following works in line with the pursuit of our objectives as outlined in the 5 Year Vision for the Club.

### KILLEEN COURSE

- Laid tarmac on the pathways on the 6th, 7th, 8th and 13th.
- Built a new bridge on the 7th, 8th and reconstructed the one on the 13th.
- Overseeded the greens twice with Bentgrass and once with Fescue on the drier areas.
- Overseeded the fairways with Dwarf Ryegrass.
- Opened up and extended the culverted stream on the walkway to the 8th tee to allow better access/improved aesthetics.
- Planted 9 specimen Oak, 3 specimen Sweetgum and 20 Silver Birch.
- Tidied up the fence, removed bramble and planted beech hedging at the 14th green.
- Tidied up and reshaped the back of the 15th green.
- Clean up of the entire shore area following a storm and flooding in February.
- Topdressed wet areas on the course with 75T of sand. This programme will be added to in 2022 to include fairway topdressing.
- Moss treatment and removal on the greens.

### MAHONY'S POINT

- Laid astroturf on the 16th pathway.
- Treated the Yorkshire Fog (coarse grass) on the greens.
- Raised low areas that used to 'pond' on the 9th fairway.



# ANNUAL GENERAL MEETING

## COURSE REPORT - JOHN ENGLISH

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### THE ACADEMY

In 2021, the Academy received significant focus. A major project was undertaken to further upgrade these facilities. We are very pleased with the results.

- Bay Re-Alignment, internally and externally.
- New Ball Machine Installed.
- New Ball Washer and Lift installed.
- New Network and XBall Software Technology installed.
- Vending Machine Upgrades to Contactless/Cashless Payments.
- Ball Machine Hut Re-configuration and Painting.
- CCTV cameras installed at the practice area in Academy
- New water supply brought to the Ball Machine Hut.
- Significant work done in preparation for Academy signage and branding.
- Artificial Grass was fitted in front of both dispensing machines at the range.
- 6.3k of new range balls were delivered for Academy.
- General tidying.
- Upgrading of the practice greens and short game areas.

# ANNUAL GENERAL MEETING

## COURSE REPORT - JOHN ENGLISH

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### MACHINERY

After significant project preparation and analysis, we added the following to the existing fleet of machinery. These items were carefully selected to allow us to maintain the golf courses to a higher standard. While not all of the machines have been delivered, we have ordered the following:

- 3 Utility Vehicles
- 1 Tractor
- 1 Trailer
- 2 Greens Mower
- 2 Tees Mowers
- 2 Fairway Mowers
- 1 Semi-Rough Mower
- 2 Rough Mowers
- 1 Sprayer
- 1 Top Dresser
- 1 Verti-Drain

### OTHER

- We installed additional security cameras, motion sensors and control keypad in the machinery area/sheds.
- A new fire panel fitted in maintenance sheds.
- Window boxes, hanging baskets, pots around clubhouse planted.
- Clearing of an old hedge, mounding & fence at front entrance.
- Tidying/fencing off the rear of the Chapel to screen the waste storage area.





# PGA PROFESSIONAL REPORT

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PGA PROFESSIONAL - MARK HEINEMANN

# ANNUAL GENERAL MEETING

## PGA PROFESSIONAL - MARK HEINEMANN

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Fellow members of Killarney Golf & Fishing Club,

Finally, we appear to getting back to some form of golfing normality. 2022 is just around the corner and promises to be the first full, uninterrupted year of my tenure as Head Professional. No more Covid lock downs, fantastic facilities and fresh ideas, all ready to take Killarney Golf Academy to the next level.

In the past 12 months, we have continued to benefit from golfs renewed popularity. Range income, course use and active participation numbers all see a small increase on 2020, despite being closed for an additional 8 weeks. A restructuring of on course greenkeeping staff has freed up an additional pair of hands for the Academy course. Those frequent practisers amongst you will have noticed a marked improvement in the level of presentation 'over the road' off the back of this staff restructuring, with more improvements to follow this winter from Peter & Mike.

Our new ball dispensing machine and ball washer have eradicated many of the problems we faced with coinage and paper cards not working. Much of the range machinery behind the scenes was over 20 years old, so this fresh investment and a switch to digital payments will ensure a much more efficient operation going forward. On a negative note, we have been losing circa 1,000 balls each and every month this year, the vast majority have been stolen. Not only is this just not sustainable, but is also very disappointing in an overall positive year. Every euro spent replacing range balls could be spent more effectively elsewhere. It is on this point that I ask for your help and diligence when visiting the Academy to be on the lookout for suspicious behaviour and a reminder that these balls are not to be removed from the facility for use elsewhere, including Mahony's Point practice area.

For 2022 we have new signage and branding in the pipeline along with improved lighting. Covid restrictions permitting I'd look to utilise the Academy clubhouse more effectively, so any ideas that you may have on this please let me know.

I have already had preliminary discussions with our incoming Captains regarding group coaching and squad training. These sessions will return early in the new year in anticipation of a return to the traditional Spring schedule of inter club competition. I for one will be doing all that I can to add to the tremendous success of our Men's Junior Cup success of 2021. At grass roots level we have re-established our schools soft golf taster programmes after the Covid hiatus and our Girls and Boys sections continue to be amongst the strongest in Munster. A great deal of thanks must be given to the respective junior officers who work tirelessly behind the scenes.

On a personal note, Padraig Maher joined me in May as my new assistant professional and has been made very welcome by the members. Padraig has established a rapidly growing coaching client base and is developing into an expert club fitter. Padraig and I look forward to working closely with the new incoming members of the Management Council and respective Committees to continue the progression of the Academy and the club in general.

**Mark Heinemann**  
PGA Professional

# MANAGEMENT REPORT

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# ANNUAL GENERAL MEETING

## MANAGEMENT REPORT - SYNERGY GOLF

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Dear Members,

It is disappointing that we are once again presenting to you via a digital medium, we all look forward to a day when Covid19 is no longer a consideration for how and when we can meet. This format was quite successful last year, and thank you to all those members who pro-actively engaged in the process.

In many ways, the financial year of 2020/21 has been far more challenging than the one before, we experienced significant periods of closure, much higher incident rates of Covid19 and a collection of new processes surrounding re-opening of the Club, dining, and vaccinations.

Despite these challenges, we remained steadfast in our optimism to utilise the downtime, embrace the high demand from the domestic market, and to continue to lay greater foundations upon which the future success of the Golf Club could be built.

As you will have seen in the financial report from Ann Courtney, the Golf Club has successfully navigated its way through this financial period. Prudent and cautious management of the finances, coupled with a modern and aggressive approach to sales and marketing have lead to the impressive financial performance that we present to you today.

Our role as management is to advise on areas such as Course Maintenance, Golf Services, Sales, Marketing, Membership, Administration, Accounts & Procurement, Facility Management, Technology, Safety, Supplier Management and HR. Each one of these disciplines has improved in 2021 with thanks to significant efforts made by the team.

The year has not been without challenges, as outlined in the course report, many lessons have been learned following an irrigation failure in July. Thankfully, this is now almost fully behind us and today the courses are in a better position than they were a year ago. As the new machinery continues to arrive, and the new team structure continues to evolve, we set course conditioning and presentation as the top priority item for the 2022 season.

While today we have much to celebrate, we must remain cautious as the spread of Covid19 is significant across Ireland, the rest of Europe, and the World. We do not know what this will mean for us in 2022, but we do know that government support aid will not be as significant as in previous years, and as we have done all throughout the pandemic, strategic and prudent management will be required.

We would like to thank the Members of Killarney Golf & Fishing Club for the support you have given to your golf club over the year. We sincerely thank all the team for their efforts, and we look forward to building on the strong foundations that have been laid next year. Many congratulations go to the All Ireland winning team on their great success from a few months ago. Finally, to President Marguerita, Captain Harry and Lady Captain Anne, thank you for your leadership and efforts over the past two years, the Club owes you a debt of gratitude.

Yours in golf,

**Garrett, Andy, Ronan**  
Directors of Synergy Golf

# ANNUAL GENERAL MEETING

## MANAGEMENT REPORT - SYNERGY GOLF

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### CLUBHOUSE & FACILITIES

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The clubhouse evolved over the past 12 months and was adapted to be more suitable to the needs of Covid19, specifically around outdoor dining. As outlined in the house report, significant work to improve the facilities continues year after year. The highlights from 2021 were.

- New President's Terrace Decorated & Covered.
  - New Outdoor Furniture & Accessories.
  - Upgrade of the Boardroom.
  - Exterior Painting & General Improvements.
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### FINANCE & PROCUREMENT

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As has been outlined in the financial update, we are very happy with how we have managed the finances of the Golf Club in a very difficult year. The support from members was very important early in the year and greatly supported cashflow.

The Green Fee income was very strong in July, August and September with the Club thriving in what was a predominately domestic golf market. Our Taylor Made Open Series was a great success. We received assistance from Government subsidy's early in our season which was very important as we didn't know when we were going to reopen.

As in 2020, we kept expenditure tight, and had to make some difficult decisions to temporarily lay-off staff, and implement 3-day weeks in the early part of 2021. Hopefully, we will see a return to somewhat of a normal trading period in 2022.

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### GOLF SERVICES

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This season we saw the Golf Services department mature. They were managing an extremely busy golf season with many thousands of golfers visiting over the summer. The role of this team is far reaching, their responsibilities are across many disciplines and this year they performed excellently.

For 2022, we will look to enhance course ranging, while over the winter months further training and development will be provided to the team as we prepare for another busy season in 2022.

Special thanks to Patrick, Eugene, Declan, Mary, Rock, Rules, Mark and Jack for their collective effort over the year.

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# ANNUAL GENERAL MEETING

## MANAGEMENT REPORT - SYNERGY GOLF

### HUMAN RESOURCES

Over the past 12 months, significant work has taken place in the area of HR. A full review of all employee terms and conditions of employment was carried out and all employees of the Golf Club now have a contract of employment that accurately reflects their agreed employment terms.

A new employee handbook, along with a suite of new policies was also issued this year. When it was safe to do so, all staff members completed additional safety training, and a plan is in place to execute further training to all staff across several areas such as first aid, AED etc...

We welcomed some new members to the team and we saw the team structures that were introduced the year previous, have a very positive impact on how effectively the business of the golf club was managed.

### HEALTH & SAFETY

Covid19 safe practices have been the major focus for the last two years and we would like to thank the members for their continued co-operation. In addition, continuous scrutiny of our health and safety practices leads to a safer environment for both golfer and staff member. Revisions of our safety statement, risk register and training are ongoing. In 2021, such improvements included:

- Installation of CCTV cameras the Academy.
- Identification of areas of risk and corrective actions.
- Additional safety buoys added to the lagoon.
- Team training and future planning.

### FIRE SAFETY

An assessment in 2020 of our fire suppression system and practices resulted in the recommended upgrades, along with the following actions in 2021:

- Full compliance with fire safety regulations.
- Routine service of fire alarms and fire extinguishers.
- New locks on all fire safety doors ordered.
- New fire control panel fitted in maintenance sheds.

### REPORTING

In order to keep the Management Council fully informed of the operations at the club, weekly and monthly reports are produced. The monthly management meeting offers an opportunity to discuss the items on the reports and to review progress and targets. The reports include Finance, HR, Course, Sales/Marketing, Operations, Partners and Other.

# ANNUAL GENERAL MEETING

## MANAGEMENT REPORT - SYNERGY GOLF

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### ADMINISTRATION & MEMBERSHIPS

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Substantial efforts have been made to enhance the overall membership and administration structures at the Golf Club. Enormous effort from the administration and membership team went into the planning, development, execution and introduction of a centralised membership database that allowed for membership to be quickly and easily renewed online from the safety and comfort of members homes. This proved imperative in the early part of the year as the club remained closed.

Managing the administration and memberships for a Club with so many members takes a lot of time and effort. Our new bespoke system assists us with keeping members records and data up to date and through a single platform. Marian and Ellen Ann have been excellent in delivering the support required to manage this and we thank them sincerely.

### CLUB PARTNERS

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Relationships were further developed with our partners, including Liebherr to assist with the provision of enhanced, evolving services for members and visitors. Investment was made in the outdoor dining areas which offered continued service during the periods of earlier restrictions and provided an environment in which Truffle Honey could offer a friendly, enjoyable dining experience. We also supported Paul Cotter with upgrades to the Chapel, and worked with Mark Heinemann to further improve the Academy and facilities at Lackabane.

We have also liaised with the Club's accountants CurranMoore (now FDC Accountants) on a very regular basis along with the Club's solicitor Mr. Joe Mannix when required.

### GOLF CLUBS

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Congratulations to the Men's All Ireland Junior Cup winning team in bringing such a great title to the Club. It is also great to see the progression of the junior boys and girls. There was a high level of participation in the weekend competitions, the absence from golf due to Covid 19 restrictions certainly created a pent-up appetite for play. It was great to host some majors once again, with President Marguerita, Lady Captain Anne, and Captain Harry all getting to host their respective major events. We would like to thank the outgoing officers for their commitment during their two years and would like to wish Captains Anne and Tommy and incoming President Junior success in their roles next year.

# ANNUAL GENERAL MEETING

## MANAGEMENT REPORT - SYNERGY GOLF

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### SALES & MARKETING

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An immense amount of time and effort was invested in developing a sales & marketing strategy which adapted to the current economic environment. This strategy included putting a focus on the domestic market for the 2021 season while maintaining and developing relationship with tour operators & hoteliers for the 2022 season and beyond.

- Implemented a detailed sales & marketing strategy.
- Launched open fixtures (including the TaylorMade Summer & Autumn Series)
- Nurturing tour operator & hotelier relationships to drive 2022 bookings.
- Targeted the domestic market for 2021 online bookings.
- Full review & enhancement of all digital marketing platforms.

Special thanks to Meg, Sharon, Siobhán and all the team at My Golf Group for their efforts over the summer period. It has been very busy.

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### COMMUNICATIONS & IT SYSTEMS

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Significant efforts were made to ensure the club continues to offer high quality communications to members, industry partners, and visitors. This was achieved by regular communication via our weekly members newsletters, BRS emails and other communication channels. Improvements have also been made in the area of IT and systems, which allow the golf club to improve its efficiency and overall productivity.

- Weekly members communications.
  - Ongoing communications with all stakeholders.
  - Implementation of new membership software.
  - Installation of new phone & IT systems.
  - Introduction of member's information brochure & flipbook introduced.
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### COVID-19 RESPONSE

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In 2021, the golf club reopened on the 26th April and as a result experienced a shortened season. Again, the focus was to remain positive, and navigate with prudence and caution through this uncertain period. Communication with both members and our stakeholders was key to ensure financial stability for the future.

- Covid communication with members.
  - Covid communication strategy with stakeholders.
  - Covid-19 safety charter.
  - Enhanced club signage. (covid-19 related)
  - Timesheet management. (management of events, re-bookings etc.)
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# ANNUAL GENERAL MEETING

## MANAGEMENT REPORT - SYNERGY GOLF

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### STAKEHOLDER MANAGEMENT

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A massive amount of work went into maintaining and developing the relationships between the golf club and its stakeholders, mainly the members, tour operators and hoteliers. The progress made with developing relationships with tour operators and hoteliers is very positive and is a great sign that KGFC will be busy when international visitors return.

- Ongoing communications with members
  - Management of relationships with tour operators
  - Management of relationships with local hoteliers
  - Attended a number of virtual conferences throughout the year (Golf Travel Market (IGTM), Golf Ireland conventional, PGA Show etc.)
  - Attendance at all SWING meetings
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### DIGITAL MARKETING

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Our club website continues to improve which ensures the golf club, facilities and courses are promoted to the wider golfing audience, both domestically and internationally at a very high standard. We continue to use all relevant digital marketing platforms, including all major social media. Special thanks to Ian Cronin on his contribution to the photographic and video content you find on our website, and across our online presence.

- Website enhancements (including speed & reliability)
  - Website maintenance & security
  - Full utilization of all digital marketing platforms
  - Branding across all third-party websites
  - Enhancement of the customer journey online
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### GRAPHIC DESIGN

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Working closely with our design partners at My Golf Group, we continue to ensure that all promotional content for KGFC is of the highest quality. KGFC continues to be promoted in a sleek and professional manner which provides a strong foundation for the overall brand, which in turn gives confidence to the market.

- Implementation of brand guidelines across all platforms
  - Full re-design of the signage for The Academy Course & Driving Range
  - Design work for all 2021 and 2022 sales information
  - Design work for the new membership information brochure
  - All other random design work as required
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# ANNUAL GENERAL MEETING

## MANAGEMENT REPORT - SYNERGY GOLF

### SALES MANAGEMENT

Our new restructured sales team sees Siobhán and Sharon join our head of sales & marketing, Meg Dalton, in the sales office. A detailed green fee sales strategy was developed and implemented which included the setting of our green fee rates for both 2021 and 2022, utilization of the tee sheet and targeted strategy for each key revenue stream.

- Implementation of green fee strategies
- Setting of green fee rates and tee sheet utilization
- Society golf management and ongoing sales
- Online sales (including an enhanced customer journey)
- Pre-bookings for 2022: €555,539

### DOMESTIC MARKET

With the focus very much on the domestic market, the need to have a strong calendar of events for the domestic golf was extremely important. The TaylorMade Summer Series took place on Killeen for nine consecutive Wednesdays. This was followed by The TaylorMade Autumn Series, which took place for 7 consecutive Wednesdays. Finally, an open event took place on Mahony's Point every Monday throughout the season. All events were welcomed and were very popular with both members and visitors.

- TaylorMade Summer Series: €44,680 (1,018 players)
- TaylorMade Autumn Series: €21,535 (529 players)
- Mahony's Point Monday Opens: €21,495 (732 players)
- Total revenue from open fixtures: €87,710 (2,279 players)

### PUBLIC RELATIONS

Public relations help manage reputation, promotes brand values and strengthens relationships with all stakeholders – it's for these reasons that public relations is at the fore of the marketing strategies of the golf club. With this in mind, 2021 was a very successful year for KGFC which bodes well for future success.

- Greatest holes in golf (TV series with Paul McGinley)
- The golf club had positive features in local newspapers (appointment of Graham Spring, Outdoor dining from Truffle Honey etc.)
- Tweets from Paul McGinley and Matt Cooper
- Radio features included a mention on Newstalk Pat Kenny Show & Graham Spring was interviewed on Radio Kerry
- KGFC to feature on the front cover of a major Dutch travel publication
- Kerry Airport, Kerry's Ryder Cup feature with Graham Spring



# ANNUAL GENERAL MEETING

## MANAGEMENT REPORT - SYNERGY GOLF

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### PROJECT MANAGEMENT

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As the Club continues to improve and develop, support in the area of project management is required. This year the highlight in this area was...

- New membership management system.
- New upgrades at the academy.

The time commitment and dedication to these key upgrades from all the team has been exceptional. Hundreds of hours have been committed to the execution of these upgrades for the future benefit of the members and the Club.

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### ON COURSE

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As outlined in the golf course report, it has been somewhat of a rollercoaster year for the golf courses. Many improvements have been made across each of the courses at Killeen, Mahony's Point and the Academy. As we write this update, they are all in a better place agronomically than they were this time last year.

The courses had a bright start and a strong finish to the season but in the middle, following the irrigation breakdown, they struggled and were below expected standards. Looking to 2022, there is a new team structure in place, new machinery and a larger budget. As such, we all have greater expectations. The team are aware of the importance of course presentation, this and every year moving forward.

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### CLOSING SUMMARY

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The achievements at the Golf Club this year far outweigh any negatives that we experienced as a result of a summer irrigation breakdown. The strength of the foundation upon which the club now rests is solid. This is as a result of countless hours of hardwork, effort, and endeavour from committees, management, and fundamentally the team on the ground. We must now build on these foundations, navigate the next 12 months carefully, knowing it will be without government support. Despite the significant spread of Covid 19 in the community and the future challenges this may bring, we hope to return to a normal trading pattern.

We would like to extend special thanks to the Members for their ongoing support over the past 24 months. Special thanks to the Management Council, the Men's and Ladies Clubs, we look forward to working closely with you all in 2022. It was great to welcome Graham Spring to the team this year, and we thank him for his efforts. To the team on the ground, the past 2 years have not been easy, but we navigated through it, and we thank you for your ongoing commitment. We endeavour to continuously improve and make further progress in 2022 and beyond.

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# MOTIONS

## FROM MANAGEMENT COUNCIL

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VOTING WILL TAKE PLACE ONLINE  
ON 24TH NOVEMBER 2021

# ANNUAL GENERAL MEETING

## MOTIONS 1 - 5

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### OVERVIEW MOTIONS 1 - 5

The Management Council are proposing 5 motions for members consideration this year. Further commentary will be submitted next week.

### MOTION 1 - New Member Fee Increases

It is proposed by the Management Council that Membership fees for new members be increased as follows:

- The New Full Ordinary Members rate for year 1 will increase from €1,976 to €2,976 plus Golf Ireland Fees. This is an increase of €1,000. Annual subscription after year 1 will be €1,176.
- The New Full Ordinary Spousal/Civil Partnership Members rate for year 1 will increase from €2,952 to €4,452 plus Golf Ireland Fees. This is an increase of €1,500. Annual subscription after year 1 is €1,752.
- The New Full Ordinary 25 – 29 Members rate will increase for year 1 from €665 to €1,415 plus Golf Ireland Fees. This is an increase of €750. Annual subscription after year 1 will be €665.
- The New Full Ordinary 18 - 24 Members rate will increase for year 1 from €370 to €1,150 plus Golf Ireland Fees. This is an increase of €750. Annual subscription after year 1 will be €370.

Proposed by Ann Courtney - Finance Officer. Seconded by Adrian Brennan - Chairman.

### MOTION 2 - Golf Insurance

It is proposed by the Management Council that...

- Golf Insurance via the golf club's current Golfsure policy become a requirement for all members on an annual basis. Away members are also included, but they may hold their policy in their home club and must provide proof of insurance. (2021 cost was €25.)

Proposed by Ann Courtney - Finance Officer. Seconded by Adrian Brennan - Chairman.

### MOTION 3 - Golf & Fishing Members

It is proposed by the Management Council that...

- An annual fee of €280 is to be introduced to all current golf members who also hold a fishing berth. These annual fees collected are to be ring-fenced and re-invested in the Lagoon area.

Proposed by Ann Courtney - Finance Officer. Seconded by Adrian Brennan - Chairman.

# ANNUAL GENERAL MEETING

## MOTIONS

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### **MOTION 4 - Existing Golf Members Adding A Berth**

It is proposed by the Management Council that...

- A boat berth allocation fee of €3,000 will apply to any existing golf member wishing to apply for a new berth in the Lagoon. An annual fee of €280 a year will also apply as an extra to golf members who are allocated a new berth. The €3,000 fee includes the year 1 fee of €280.

Proposed by Ann Courtney - Finance Officer. Seconded by Adrian Brennan - Chairman.

### **MOTION 5 - New Fishing Only Members**

It is proposed by the Management Council that...

- A boat berth allocation fee of €5,000 will apply to all new fishing only members wishing to apply for a berth in the Lagoon. An annual fee of €535 a year will also apply once the allocation fee has been paid. The €5,000 does not include the year 1 fee of €535. New fishing only member berths will only be offered if available berths are not taken by existing members.

Proposed by Ann Courtney - Finance Officer. Seconded by Adrian Brennan - Chairman.

Commentary on all of the above motions will be  
sent as part of the Motion Pack next week.





# MOTIONS

## FROM MEMBERS

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VOTING WILL TAKE PLACE ONLINE  
ON 24TH NOVEMBER 2021



# ANNUAL GENERAL MEETING

## MOTIONS 6 - 8

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### OVERVIEW MOTIONS 6 - 8

Motions 6-8 have been received and are proposed by John O'Mahony and seconded by David Byrne. Further commentary will be submitted next week.

### MOTION 6 - 5% Direct Debit Fee

It is proposed by John O'Mahony that...

- that the 5% fee for direct debit membership payments that was introduced this year be rescinded, notwithstanding that the 5% fee was not approved by Members at General Meeting last year.

Proposed: John O'Mahony. Seconded: David Byrne

### MOTION 7 - Refund to Direct Debit Payers

It is proposed by John O'Mahony that...

- If the above motion 6 is passed, it is proposed that all members who paid the 5% fee for membership for 2020 should have the fee refunded.

Proposed: John O'Mahony. Seconded: David Byrne

### MOTION 8 - Process for Clause 19.1

It is proposed by John O'Mahony that...

- It is proposed that the Management Council confirm the correct approach to the setting of membership subscriptions, fees and levies, and to commence, it required, the provision of an amendment to the existing Constitution, further to Clause 19.1 of the Constitution, that shall reflect the clearly stated provision of the Constitution at Clause 9.1.1.2.6 that only the Membership may set annual subscriptions, levies and fees.

Proposed: John O'Mahony. Seconded: David Byrne

Commentary on all of the above motions will be sent as part of the Motion Pack next week.



# **ELECTION OF THE PRESIDENT**

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# ANNUAL GENERAL MEETING

## ELECTION OF THE PRESIDENT

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### 7. THE PRESIDENT

#### 7.1

The Club shall have a President, nominated by the outgoing President, and elected at a General Meeting of the Joint Club. The President shall remain in office for one year. The nominee must be an Ordinary Member who has served in the office of Captain of the Men's Club or the Ladies' Club. The office of President will be held by a nominee of the Ladies' Club once in every three years. The nominee selected by the Ladies Club shall be nominated by the outgoing President.

#### President Marguerita Mulcahy Nomination for 2021/22 President

- Junior Finnegan

As of Wednesday, 24th November 2021 at 7pm, the President will be deemed elected following the conclusion of the voting process.

The background image is a dark, monochromatic photograph of a golf course. In the foreground, there are several green fairways and clusters of trees. A small, irregularly shaped pond is visible in the lower-left corner. In the middle ground, a larger body of water, likely a lake, stretches across the frame. On the far side of the lake, a small island or peninsula is visible, featuring a few buildings and more trees. The background is dominated by a range of dark, silhouetted mountains under a sky filled with heavy, dark clouds. The overall mood is somber and serene.

# **ELECTION OF MANAGEMENT COUNCIL**

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# ANNUAL GENERAL MEETING

## ELECTION OF MANAGEMENT COUNCIL

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### 10. ELECTIONS

The constitution of the Golf Club states the following...

#### 10.1 Joint Club.

##### 10.1.1

Nominations for election to the Management Council shall be made in writing to the Secretary of the Management Council at least seven days prior to the appointed date of the Annual General Meeting. Each nomination, duly signed by the Proposer and Second, who must be entitled to attend and vote at the Club Annual General Meeting, shall be accompanied by a formal acceptance of the nomination and supported in writing by four ordinary members. A list of nominees shall be placed on the Club notice board at least five clear days prior to the appointed date of the Annual General Meeting.

#### Management Council 2021/22

As of Wednesday, 17th November 2021, the following applies to the Management Council. Captains Tommy Galvin and Anne Duggan will serve in their respective positions for the 2021/22.

#### Elected

- Ann Courtney
- John English
- Tony Sugrue

#### Nominations for 2021/22

Nominations for 1 of the 2 remaining positions were received. They will be deemed elected on 24th November 2021 after 7pm for a term of 3 years.

- Frank Shaw
- Vacant

#### Vacancies

There will be 1 vacancy on the Management Council for 2021/22. As such, and in accordance with the constitution the following will now apply.

##### 8.1.6.3

Where a vacancy or vacancies remains for an elected Member(s) on the Management Council. The Management Council may co-opt a member or members of not less than five years standing whom it considers suitable to serve on the Management Council.





# **CHAIRMAN CLOSING ADDRESS**

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# ANNUAL GENERAL MEETING

## CHAIRPERSON CLOSING ADDRESS

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**F**ellow Members, as the Golf Club's 2020/21 season officially ends, I want to offer sincere thanks to all our Members, new and old for their support throughout this challenging year. It has certainly been another one that we will not forget.

Despite Covid19, as you have read throughout this presentation, the year at the Golf Club has had many positives and it is important not to forget these. The highlights for me have been.

- The winning of an All Ireland Pendant
- Purchase of a new fleet of course machinery.
- Upgrading of our Bar, Restaurant, Balcony areas.
- Further Clubhouse Improvements.
- Financial Management of budgets.
- The Teams overall response to a challenging time for the Golf Club.

To my colleagues on the Management Council, I want to thank Ann, Frank, Tony, John, Captains Harry and Anne, President Marguerita and our trustees Barry, Katie, Paul and Kieran for your effort and endeavour over the past twelve months. I would also like to wish trustee Paul a speedy recovery from a recent illness, on behalf of all the Members, we wish you well.

Captain's Harry & Anne and President Marguerita have had two years in their roles as club officers. They have represented the club with dignity, pride and enthusiasm. They have been a credit to themselves, their families and the club. They pass on the baton to Tommy, Anne and Junior, and I wish ye all the best in your new roles for 2022.

To all the team at the Golf Club, who along with our management partner Synergy Golf keep things ticking along and moving forward, thank you. We have made measurable and significant progress despite the challenges that we were presented with this year.

I wish to sincerely thank all our members for your support throughout the year. I hope that many of you at least got to see more of the golf courses this summer, than in previous years, and I hope you enjoyed the improvements that we have made and the direction we're going.

Unfortunately, this pandemic is not over, we envisage further challenges ahead. We are delighted with the achievements to date, but we remain cautious with our investments, especially given the continued international impact of Covid19. We hope to grow the business steadily over the next number of years and hopefully, Members and visitors alike will see the benefits of this growth both on and off the courses.

Thank you, the Members, for allowing me the opportunity to be Chairperson for the past two years. It has been a great honour to serve of our magnificent Golf Club. On behalf of everyone at the Golf Club, let me use this opportunity to wish you all a very happy, healthy Christmas and a prosperous New Year.

*Adrian Brennan*

Adrian Brennan

Chairman

Management Council 2021

The background image is a dark, monochromatic photograph of a golf course. In the foreground, there are several trees and a small pond. In the middle ground, a golf course with various holes and sand traps is visible. In the background, a large body of water (likely a lake) stretches across the frame, with a small island in the center. Beyond the lake, a range of mountains is visible under a cloudy sky. The overall mood is somber and contemplative.

# QUESTIONS

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# ANNUAL GENERAL MEETING

## QUESTIONS

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### Contact Management Council

Members can contact the Management Council by emailing [council@killarneygolfclub.ie](mailto:council@killarneygolfclub.ie) with any questions they may have in relation to the Annual General Meeting.

### Closing Date for Questions

Sunday, 21st November 2021 at 5.00pm





# KILLARNEY

GOLF & FISHING CLUB

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## CONTACT US

064 663 1034

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