

Hillsborough Golf Club Limited

Annual Report of the Directors – 1st April 2019 to 31st March 2020

The Directors have met their commitment to meet monthly to conduct general Golf Club business. They have met frequently on a formal and informal basis outside of these events. Towards the end of this reporting period the dreaded Covid virus appeared. The Board went into overdrive to ensure we were able to function. There were weeks where 2 or 3 conference calls were taking place. The Board and associated members should be congratulated for their commitment and diligence.

You will be aware that some changes to the Board took place at the 2019 AGM. I would formally welcome Sam, Carl and Ian to the Board. They have, and continue to contribute value to our team. I'd also like to personally thank Richard Lomas for continuing the role as Captain for an extended period. Richard has also supported the Board directly for which I'm grateful.

I am pleased to report that, as you will see from the company accounts, we have turned a corner with our financial position. It is gratifying to see a modest profit after so many years of a negative position which stifled our ability to invest.

When Covid hit, we were very concerned about our ability to survive intact. In fact, we have continued to flourish, and the current forecast indicates an even stronger position for year ending April 2021. The work undertaken to achieve this has been substantial and, at times, painful. We must always focus on the prize which was, and remains, commercial sustainability. All of this is not to say we can take our foot off the gas. The good work must continue by making sound judgement and decisions. Sam Newton has led a thorough review of our budgeting which has given rigour to the process and management.

The year of 2020, our anniversary year, was meant to be full of celebration and events. I'm afraid Covid put an end to much of those plans. We intend for many of these to be run in 2021 as long as we are allowed and can do so safely.

The winter of 2019/20 was one of the wettest on record. This gave massive challenges to Dave Riley and his team. They responded as ever, fantastically well, despite being a man down. Then, just as we were looking forward to the Spring and getting out play in better conditions, we were disallowed from doing so. This

was an immensely frustrating time for members and our team. I was not surprised to see how well our members and team responded and continued to support the Club.

Adrian Goldacre, our 2020 Captain, continues to mobilise his team of volunteers in support of course management. They are worthy of praise for the massive amount of work they complete by giving up their precious time.

One of the success stories has been the growth of our membership across all categories. The Sales and Marketing team led by Ian Fletcher and Mark Allen continues to excel. Our membership is as strong as its been in living memory. Their innovation continuously giving a fresh feel to our offer.

The Clubhouse experience remains a highlight of our Club. Carl and Natalie and their team are working extremely hard to achieve this high standard.

The team have been undertaking a gradual restructure of the Office and Admin function. The goal is to achieve more with less. We have achieved a number of efficiencies. I'd like to thank the team of Anita Watkinson, Sue Butler and latterly (prior to his retirement) Andy Whitely for sticking with us through a difficult period. I'd also like to thank Mark Allen for stepping up to the day to day management challenges.

The proshop is often a forgotten presence at the Club. We simply expect them to be there when we need them. They have juggled the many demands of their time successfully. Tom is growing into a broader role with additional responsibilities supported by Sam. Josh Cailey has very recently joined the team. Mark continues to ensure that all runs smoothly whilst developing his team.

I write the report this year as my term of office draws to a close. It's been my privilege to serve you all and lead an excellent team. I'm enormously proud of what's been achieved. I now prepare to handover the responsibilities to my successor who, I'm sure, will continue to lead and grow Hillsborough Golf Club having excellence as their driver. I have too many people to thank for their support, including you the members, so I will leave it at that for fear that I leave someone out. I wish you all many years of fine health and many more rounds of golf at one of the finest clubs in the region.

Dave Walker

For and on behalf of the Board at Hillsborough Golf Club