

# **Irene Country Club**

## **Board Report for the year ended 31 December 2008**

In accordance with the clubs constitution the Chairman presents his annual report.

### **Introduction**

The year 2008 was a frustratingly tough year due to the economic downturn which has affected all and sundry. In August last year we were still planning the completion of the second phase of the clubhouse/maintenance facility project until the financial crisis made its appearance. This years report will be concentrating on our:-

- Membership status;
- ICC strategic direction;
- Staff structure and development;
- Clubhouse project;
- Sections plans.

## Membership

In my last years report we as a board were extremely optimistic that we would see a large growth in membership levels.

Enclosed is an update of the current membership status:-

Categories	2007	2008	2009 YTD	Possibility	Difference
Full Golf	621	573	475	750	275
Limited Golf	90	68	34	500	466
Golf Junior/Student	105	96	87	300	213
Ladies Golf	(70)	71	66	150	84
Cricket	74	62	62	100	38
Bowls	94	106	113	113	
Tennis	57	68	75	100	25
Squash	48	63	51	60	9
Social	96	51	57	100	43
Social-SouthDowns	31	33	40	600	560
Other	183	98	98	183	85
Total	1 399	1 289	1 158	2 956	1 798

During the last few months there has been a drive to clean up our membership base, with direct result of the difference between 2008 year-end numbers and year to date 2009 numbers. These numbers are also a long way off from the possible numbers we can entertain. Many of the reasons are easy to fathom, but we need to look for opportunities to grow our membership. I believe the task of the next board is to find solutions to grow membership which will need some innovative thinking. We have re-structured the subscriptions and have identified the opportunities in Ladies and the age group 20-30, but have seen no significant growth to-date.

Enclosed is another table illustrating the number of membership rounds versus the number of visitor and corporate/sponsorship days.

	2007	2008
Members	20518	16404
Visitors	22910	26308
Total	43428	42712

This slide was alarming to show the dependency we have on visitors.

## National Golf Club Statistics:-

Total SA golf economy – R29, 2 billion

Number of Jobs – 50 000

Average rounds are 31 000 on 509 registered golf courses

Average spend by a golfer is R20 000/annum made up as follows 43% green fees, 22% subscriptions and 16% on equipment.

Ladies make up 15% of the sector.

Members who have passed on and left their families and friends for a better place.  
We miss you.

Solly Malatsi

Michel Rennie

Martin Brett

Patrick Nxumalo

William Edwards

Leonard Mahoney

Chris Shaw

Bruce Sneddon

## **Strategic Direction**

In 2008 the board embarked on a strategic planning session so that we could align our club sections and staff with a common vision. The process was to identify and create a clear strategic focus at all levels and an understanding of the critical issues required to achieve the vision. The outcomes must be built on:-

- Simplicity
- Ownership
- Flexibility
- Accountability
- Measurability

The two days were very productive and the business plan devised is simple, and encompasses all the aspects required to align all the staff to achieve the vision for ICC to be successful.

I believe the leadership of the club has let us down by not following through with this business plan. All is not lost so with minor adjustments this plan can be re-ignited. It is imperative that our staff embrace this plan and implement this strategic direction as it could lead us to greatness.

It is my view that any staff member who does not buy into this plan and take responsibility and be accountable, is not worthy of their position. A performance appraisal will be done with all staff to ascertain their commitment and competence in achieving their responsibilities. In my view changes are required but let us wait for results.

To-date we achieved the following:-

- Completed the clubs policies and procedures.
- All roles and responsibilities of senior staff
- Benchmarked salaries and wages and implemented such were required.
- All income streams were benchmarked against our industry e.g. subscriptions, membership categories, F & B pricing etc.
- Organizational structure agreed on and implemented.
- Web page re-designed and managed in-house.
- Completed a total re-branding exercise.

## **Staff**

In the last year our staff has contributed admirably to the overall performance at ICC. There have been outstanding performances and for that we thank-you. Specifically the course staff who has maintained the course to assist in us achieving a top 50 rating. To Gert Smit our Maintenance Manager who is always positive and motivated to tackle projects e.g. the sports shop and demolition of the bowls clubhouse. Through Gert's efforts we have saved thousands by doing the work in-house.

To the Kitchen staff ably led by Mary Motloba the quality has improved immensely. I know the many hours put into the kitchen and wish to thank-you all.

To Lorna Coleman we have made great strides in growing our conferencing/functions and golf days. Your calm patience is a great asset to this club.

In 2008 Theresa Jordan our financial manager resigned and was replaced by Kay Penny. Michelle Pauls joined Lorna's team to further boost our promotions team. Owen Baker was appointed as Golf Operations Manager to replace Michel Rennie. Great things are expected from Owen. Our F&B Manager Craig Spencer resigned and is replaced by Hein Cronje.

## **The Board**

The board consisted of:-

Chairman – Wayne Grace

Vice Chairman – Rodney Pistorius (Human Resources and Discipline)

Christo Rademan – (Finance)

Sam Terreblanche

Hugh Jenkins

Paul Davel – (Golf Captain)

Special thanks must be given to all the board members who have contributed many valuable hours of intellectual support. The biggest challenge for 2008 was guiding the club without on time reliable financials, but must compliment the board in this trying time with mature debate culminating in the right business decisions.

To Christo many thanks and appreciation as without your experience and contribution we would not have the solution in resolving our 2008 financial reports.

To Rodney who handles the softer human issues with unbelievable patience, THANKS.

To Sam and Hugh you were always available to partner or assist in the many meetings in the running of the club. Your positive contributions were greatly appreciated.

## **Clubhouse Project**

The second phase of the clubhouse project has been put on hold until the financial times at the club change. This will be one of the major tasks of the next board. There are some small projects that we will be addressing soon:-

- The toilets at the halfway house
- The men's change room
- The sluit at the 8<sup>th</sup> fairway/9<sup>th</sup> tee box.

## **Sections**

To each of the section leaders thank-you for your valuable leadership and personal time invested in making your section special to all your members.

### **Tennis**

#### **Chairman – Mike Bradfield**

The three new courts are opening in a week's time. We need to now implement the five year plan to grow membership and pay off the capital loan. Good luck. Thanks to Erica Bornman who has introduced Technifibre to ICC, offered us sponsorship and fitted out the sports shop with tennis equipment and clothing. The club benefits in this with a share of the profits.

### **Cricket**

#### **Chairman – Rodney Pistorius**

The positives this year were not related to winning awards, but the junior development. It is great to see children being coached and enjoying themselves. Well done Greg Smith.

A frustrating element of cricket is the non payment of member subscriptions, which needs to be addressed this year. Any member that has not paid his subs will not be allowed to play as an ICC Villager until they are in good standing. Cricket has reviewed their team and their focus and has presented a plan to address this and other matters. During the IPL tournaments at Supersport Park the cricket section raised R50 000-00. This took a lot of effort and we thank Werner Kolver for his efforts.

### **Squash**

#### **Chairman – Christo Rademan**

The squash section is the only section that has not yet benefited from the upgrade of our facilities, and this is evident in lost membership. Christo we understand the frustration and hopefully soon we will be able to accommodate the squash section.

## **Bowls**

### **President – Claude Ulyate**

The bowls section with the able leadership of Claude has developed a fantastic homely spirit. It is great to see the effort and pride that the bowlers have created in their new facilities.

They make more money from the bar takings than subscriptions or playing fees.

## **Golf**

### **Captain – Paul Davel**

The golf course is now accepted as one of the best revamps in the country. There are still many small projects that will further enhance the course. This will take ICC from good to great. I had a look on the NGN webpage last week to check what our members and visitors say about us. With exception 99% rate ICC good to exceptional. Top ranking goes to layout with all as exceptional.

In the comments the only negatives are about price and slowness of service at the halfway house which the new golf committee will address.

The new sports shop is a work in progress and hopefully a facility we can all be proud of supporting and in time become a good source of income.

## **Conclusion**

I wish to thank the Van der Bijl family for their generosity and support during the past year. A special thanks to Adrian for his positive and passionate contributions on the golf course. To Henry and Adrian for the many hours of debate on the future of ICC, I thank you for your loyalty and support.

The nominations will be done next and I would like to appeal to all nominated members on the board and in a section, to honour their nomination and give it the due responsibility. There are too many committee members who stand for the wrong reasons and do not do justice to the appointment. Committee work is time consuming and at times can be thankless, but please be accountable.

In conclusion I again assure that club matters are dealt with professionally after due deliberation, benchmarking and planning. I know this report is a little too direct and may upset a few people, but brutal honesty and integrity is what is required to help us honour this heritage at ICC.

Thanking You

Wayne Grace