

Chairman's Report

Overview

When the previous Chairman, Tex McIvor, approached me about stepping into the role of Chairman at last year's AGM, thereby allowing him to take up the vacant Finance Director role, the immediate challenge ahead of the Club was dealing with the ongoing insurance claim arising from last year's flood and restoring the course to its usual excellent condition. In the event, what quickly became clear was that Tex had already "broken the back" of an important part of the claim by negotiating a very fair 50% subscription rebate to members who renewed in May 2020 in order to help minimise the loss of future revenue. That outcome led the Board to turn its mind to not only course reparations, but to course improvements - and in particular improvements to the course's drainage systems in order to give the members confidence that the course would in future be better able to cope with sustained periods of wet weather. At the same time, the Board put before the members ambitious plans to improve the Clubhouse by creating a new visually pleasing Clubhouse entrance, a new ladies' locker room entrance and upstairs toilets – all of which would be funded by voluntary donations from the 50% subscription rebate.

However, no sooner had the Board put its ambitious and exciting plans before the membership, than the country was hit by the Coronavirus pandemic and subsequent lockdown which closed golf courses across the country. This led the Board to scale back its short-term ambitions for the voluntary fund raising, to that of improving the course drainage systems only with the question of how any surplus donations would be spent to be revisited. Nevertheless, the membership responded by donating (or pledging) £40,000 - a quite remarkable show of loyalty and commitment to the Club by its members.

The Coronavirus pandemic created (and continues to create) enormous uncertainty across the country, with almost unique challenges for the business community, including golf clubs. In the face of complete lockdown, the Board re-evaluated the Club's financial position. This was an incredibly difficult task as it was impossible to judge how many members would renew their subscriptions on 1st May 2020; what was clear however was that green fee, society and bar and catering income would be massively impacted, mitigated to only some extent by the government's furlough scheme (we were unable to furlough the green staff and office functions due to the requirement to complete course reparations and secure subscription renewals, respectively).

In the event, golf clubs were the first sports clubs which were allowed to open, but all clubs remained closed to non-members. This resulted in a large influx of new members which went a long way towards insulating the Club against the immediate threat of annual membership attrition and loss of society and green fee income. What had become clear to the Board however was that the Club had to reduce its costs and to find ways of increasing its revenue as even the extraordinary income which the Club was benefitting from (which was and is, short term) left the Club loss making and unable to adequately repair and renew, never mind invest in, its course and clubhouse infrastructure. The Board therefore embarked upon a thorough review of its operations, which culminated in the re-organisation of the Club that was announced to the membership and explained in detail to the membership last month.

The above overview only skims the surface of the quite extraordinary amount of work put in by Board members and the many other volunteers who have contributed to the Club this year. It would be impossible to do justice to everyone's contribution as so many of those contributions warrant their own separate mention and explanation, it would simply take too long! However, I set out below headlines and mention as many members as I can, in the hope that anyone I have missed will forgive me!

Insurance Claim

Tex McIvor - for his tenacious handling of the initial stages of the insurance claim;
The President, Al Stewart - for his invaluable and ongoing assistance in dealing with the taxation aspects of the claim.

Members donations

Gary Unsworth - for his excellent work on the clubhouse improvement plans;
Patrick Keane - for his tireless work in the office in processing subscription invoices in order to give effect to members donations

Course drainage improvements

Phil Hill - for drawing up the new course drainage plans, so ably assisted by Jay Patel and Colin Webb
Eric Botham - for overseeing so much of the new drainage and reparations work and for sourcing contractors on the club's behalf
Colin Webb - for his work in dealing with the Highways Agency's breakage of our main drain
Martin and Liam Igoe - for providing machinery and for operating the digger in order to create the new ditches and ponds respectively (Liam at work on a digger has to be seen to be believed!).
The ground team - for their tireless work in restoring the course

New membership drive

Tony Longden - for his inventiveness, passion and hard work in driving up new membership numbers
Mike Eardley - for his excellence and professionalism on social media, promoting the club
Bob Ganley and the Buddies - for their incredible efforts in ensuring as many new members as possible obtained official handicaps thereby enabling them to play competition golf and giving the club the best possible chance of retaining membership numbers.

Match and handicap

Paul Higgins ably assisted by Marcus Powell, Kara Norbury and others – for getting competitive golf restarted in the midst of a pandemic whilst also successfully dealing with and bedding down a new booking operating system.

Finance

Andy Taylor, Al Stewart and Paul Higgins - for assisting Tex McIvor in the production of cash flows and other financial information without which the club would not be able to make decisions.

House

Drew Folland – for stepping into the role of House director in the midst of a pandemic and making sense of rapidly changing and at times unclear government guidance.

Ground

I have already mentioned work on new drainage and flood reparations, but would also like to thank Shaun Webb for stepping into the Ground Director role for the period up to the forthcoming AGM.

A special thanks also to the Gardening team consisting of Julie Webb, Colin Webb, Chris Killeen and Biddy Schilizzi for all their hard work in keeping the Club's flower beds in such good order.

The Board

I would also like to thank the entire board. By necessity some very difficult decisions have had to have been taken this year, particularly in relation to the re-organisation, which has had a direct impact on long standing employees who are friends of many members, including board members. All of the board members would have preferred there to have been a viable alternative. I would also like to thank the honorary officers of the club for their wise counsel - it has been invaluable.

Finally

Last but not least, I would like to thank Patrick Keane and Kath Donegan for the outstanding services they have provided to the Club and its members over many years in their respective roles of General Manager and Steward. On behalf of all Club members I wish them all the very best for the future.

Martin Keates
Chairman

Finance Director's Report

Withington Golf Club operates as a Community Amateur Sports Club ("CASC") which is a type of legal entity that provides certain benefits, but also places a £100,000 limit on the amount on income earned from non-member trading and property.

It therefore has a subsidiary legal entity (the "Trading Company") for, bar trading and room hire activity, and sponsorship monies.

CASC income includes member subscriptions, green fees (those for member's guests do not count towards the £100,000 limit) and most of the miscellaneous income, including car park and other rentals. All course expenditure is met by the CASC.

Financial statements for the CASC and the Trading Company are prepared each year and are presented to the members for approval at the AGM. They each contain a report from Bennett Brooks & Co Limited, Chartered Accountants.

CASC accounts for the year ending 30 April 2020

The CASC accounts show a surplus for the year of £103,486 (2019: £5,471). However, there are a couple of other items to consider as this has been an unusual year:

- the surplus includes a profit on disposal of fixed assets of £70,987 as a result of the allocation of insurance proceeds following the floods, to the replacement purchase on a new for old basis of damaged ground-staff machinery;
- turnover includes property income of £54,166 bolstered by income of £41,500 from the Highways Agency in the 2019 – 2020 financial year for access across Club land to repair the motorway pillars.

Adjusting for these 2 exceptional items the surplus for the year reduces to a deficit of £9,001.

It should also be noted that “other operating income” for the year of £107,080 comprises other exceptional insurance proceeds, which compensated for flood related costs, most notably repairs and renewals, up £51,954 on last year to £76,211. Some course remodeling has already been possible whilst repairing the course, to mitigate the impact of future flood events.

The generosity of many members, with donations of £40,000 received or promised since the end of the financial year will similarly allow further improvements to the course and Clubhouse.

CASC trading income and expenditure

Thanks to the continuing targeted efforts of the marketing team, underpinned by the excellent presentation of the course, membership was up and subscription income remained stable. Sadly, green fees and society income were severely impacted by the flooding, with the course unusable for a number of weeks, followed by further significant disruption and the last 5 weeks of the financial year saw the initial impact of the Covid pandemic.

Thankfully, negotiations with our insurers have been very positive as and we have been able to claim for loss of income up to the end of March as noted above. In addition, our claims also include an element of loss of future income, with £85,032 included in the balance sheet as part of the 30 April 2020 cash balance and as “accruals and deferred income”.

Normal items of CASC expenditure remain tightly controlled.

Trading Company accounts for the year ending 30 April 2020

The results of the Trading Company for the year have been undoubtedly impacted by the flood events, reducing footfall in the club bar and entertaining areas:

- the net profit of £4,241 is bolstered by insurance proceeds of £14,009, whilst the prior year results enabled a donation to the Club of £16,546

- sales increased by £20,934 to £98,980 with the benefit of bringing catering in-house, but there was a corresponding £22,397 increase in employment costs
- gross profit on sales fell from 52.5% to 44.4%
- miscellaneous income fell from £21,198 to £10,363 and there was a £1,020 decrease in sponsorship

Summary

This has been a difficult year operationally and consequently financially – whilst both CASC and Trading Company accounts show a surplus, adjusting for exceptional items indicates a deficit in each as highlighted above.

The Board is fully aware that there has been an imbalance between income and expenditure over recent years and we have had the good fortune of several sources of one-off income to balance the books. Caution must now be exercised as one-off income sources cannot be relied upon in the future. We have expended additional effort and significant costs, but to rectification rather than to maintenance and course improvement and we have, no doubt, lost future income

The more recent and ongoing impact of Covid is a major concern and whilst we still have an element of stability from the loss of future income element of the insurance claim and the Highways Agency agreement this will soon be utilised.

The Board needs to ensure that the Club has a robust strategy going forward that increases income and reduces cost.

Tex McIvor
Finance Director

Golf Director's Report

The Committee

The committee comprised of myself, David Hunter, Marcus Powell, Ted Lacey, Caroline Perry, Ted Bell, David Slattery Fred Gregory, Mike Bolsom and David Silvester.

The principal goals of the committee during an eventful year were:

- to re-establish competition golf following the flood and subsequently after the lockdown because of Covid,
- introduce an integrated entry and scoring system; Club V1.
- handicap and integrate the new members joining after the lockdown.
- prepare for the introduction of the World Handicap System; and
- communicate the plans clearly to ensure maximum participation.

I would like to thank the committee for the work undertaken on behalf of the golf members and Patrick Keane, Gary Higgins, Steve Marr and Andy Parrington in assistance with competitions and the endless course issues.

Competitions

2019-2020 will be remembered as one of the most challenging periods that Withington Golf Club and golf generally has endured in its long history.

In October and November 2019, it was a case of identifying sufficient dry ground to create a playable course and thanks particularly go to Gary Higgins Colin Webb and Eric Botham for delivering a playable course.

There was much anticipation for the start of the 2020 season, as the new course features started to take shape. This was to be a false dawn and golf like the whole country fell silent.

Much rested on the government in the intervening months and speculation suggested golf was a lower risk and might return. We became one of the first clubs locally to recommence our Saturday qualifying competitions.

Sadly, the summer diary had to be much reduced, the plan was to prioritise the Board and Major Club Competitions. This has resulted in a diet of Individual White Tee Medals with a greater degree of course difficulty befitting the major events, this has probably resulted in a higher average CSS generally benefitting lower handicappers, nevertheless predicting the winners as always was easier after the event!

The stand-out performances were Ben Currie aged 16 (handicap at the time of 3) holding off the establish old-guard to secure the 36-hole Club Championship. John Seymour handicap 7 victorious on Captain's Day who took much persuading to return to the club as his nett 70 was in the prizes and finally Joe O'Connor handicap 38 a new to golf member, but whose dedication to the cause during lockdown secured the Cairncross Trophy and improved his handicap by 10 shots.

There were many who took the opportunity to concentrate on improving their golf handicaps during lockdown/furlough and the increased number of participants playing competition golf was fantastic and brought a freshness and added competitiveness.

Tuesday 9-hole Stableford and Wednesday Yellow Tee Medal and Stableford's were rescheduled to weekly events and entry numbers were incredible. More competitions created extra work for the ground staff and the M&H committee and I am grateful for the work of the competition closers for their diligence processing the scores against a backcloth of health scares due to the transmission of Covid from scorecards and the odd hiccup on Club V1. The introduction of the leader board allowed members to monitor play and was well received.

Club V1

During Covid lockdown the Clubhouse and professional shop represented a different risk assessment. In a roundabout way the uncertainty triggered the advancement to integrate all aspects of competition golf under Club V1, the association and facilities will hopefully expand throughout the club in the future. The dedication of Marcus Powell and Kara Norbury to make this happen cannot be understated and I am grateful for the unstinting work on this project.

The system will also assist with the introduction of World Handicap Systems. The continued restriction of entry to the clubhouse and the use of terminal keyboards for health and safety reasons, demonstrate the value of having an automated system and I would encourage those not yet using the app to have a go. The system offers much more than just golf competitions.

Handicapping

With the welcome arrival of many new members over a short period of time, once golf was permitted to recommence, some quick action was necessary. The M&H Committee gratefully accepted the offer of Bob Ganley to process new members under his buddy scheme. I am delighted that Bob and his team delivered so effectively and that new members were suitably ennobled to enter and compete from the earliest opportunity. It was not uncommon to have a new member complete 54 holes on successive days, receive handicap confirmation and playing in the competition on the Saturday. I do acknowledge that this was not always possible, and I thank the new members for their forbearance at that time.

As highlighted the season was significantly compacted, with a disproportionate number of board events played. Notwithstanding the involvement of many new handicapped players it was deemed better to be inclusive for those wishing to enter member handicap events and not add restrictions such as handicap limits or minimum competition entry requirements. The later was not an issue as the early season free to enter events help establish individual entry levels not seen in recent times.

World Handicap System (WHS)

Looking ahead the handicaps will be amended centrally on 2nd November 2020, based on the best 8 scores from the previous 20 qualifying scores. Please take time to review the information posted on-line and available in the clubhouse to understand your personal responsibilities in managing and maintaining you handicap. The availability of Supplementary Scores has always been a feature of handicap assessment and many members have taken responsibility for providing M&H with current information accordingly.

The feedback from members has been helpful in deciding what has worked well and not so well. The introduction of 8-minute interval on Saturday was trialed and deemed not to work. Clearly the rationale was to accommodate all those wishing to play, however the delays in play significantly reduced member enjoyment and we reverted to 9-minute intervals.

Other initiatives, such as extending entry to Tuesday & Wednesday competitions outside the designated tee times proved very popular.

Regarding communication the Newsletter was continually remarked upon as a great feature and thanks go to editor David Hunter. The M&H Committee minutes are generally available on the noticeboard, the lack of access to the club undoubtedly restricted the dissemination of topics under discussion, indeed restriction on meetings were a problem generally. This is an area I will seek to improve, without bombarding members.

Enjoy the remainder of the Summer Season and I hope you will look forward to participating during the Winter Season where M&H will be looking to refresh the timetable of events and offer some variance to individual competitions.

Hopefully, next year, team matches, our ongoing rivalry with other Mersey Golf Clubs and Centenary Golf Clubs plus individual & pairs Matchplay will all be back on the agenda.

Paul Higgins
Golf Director

Ground Report

Officers and Committees

Eric Botham (Director) stood down in June 2020 and Shaun Webb has agreed to be co-opted in his place until at least the October AGM. On behalf of Withington Golf Club (“Club”), the Ground Committee (“Committee”) would like to take this opportunity to thank Eric for all his hard work and valuable contribution over many years.

Gary Higgins (Head Greenkeeper), Tom Cullen, Chris Killeen and Colin Webb give experienced continuity to the Committee and invaluable technical support on drainage matters has been provided by Phil Hill and Jay Patel. The Committee also received considerable construction support from Martin and Liam Igoe in the delivery of the first phase of pond extensions to the 13th, 16th and 17th holes.

The Gardening sub-committee (“Gardening”) under Bidy Schilizzi, with Julie Webb and Paul Higgins make a significant contribution to improving the appearance of the Clubhouse surrounds and planted areas around the course, including the newly formed ponds. The creation and maintenance of these areas involves a considerable ongoing effort. Many thanks to Gardening and members who have kindly donated funds, plants or gardening equipment. Any members who can spare some time to volunteer will find it very rewarding.

Greenkeeping

Gary’s full-time team of Tom, Lee and Rob are now supported by a second apprentice, Daniel who joined in October alongside Adam.

Gary celebrated over 40 years’ service with the Club this year and continues to lead the team with great enthusiasm and dedication. On behalf of all the membership the Ground committee extend thanks to Gary and all his team for their commitment throughout another very challenging year – perhaps the most testing since the 1970s.

Meetings

The Committee met twice a month to late March to consider progress for Board reporting and a “look and see” course inspection to review condition or specific issues, such as Health & Safety, course drainage, Winter Projects etc. Post coronavirus restrictions, weekly meetings with Gary have been held outside to review course condition and any other key issues.

Gardening met every two months for Board reporting, replaced since March with Monday morning reviews when the gardeners meet up to carry out their weekly activities.

Operating Budget

Monthly operational expenditure is compared to budget and a year-end forecast updated to ensure costs are controlled and overspends avoided. For the financial year 2019/ 20 we incurred additional expenditure associated with the first phase of permanent drainage improvements, which involved increasing pond capacity on the 13th and 16th holes. We offset this additional expenditure, in part, by deferring the commissioning of our course consultants STRI to develop a long-term plan for the management of the trees on the course and we also experienced lower than anticipated machinery maintenance costs.

Exceptional costs to address flood damage to the course and greenkeeping machinery /equipment have been recorded separately for recovery from the Environment Agency.

Ground Long Term Plan (5-10 years)

The Committee's long-term course plan aims to ensure consistency of approach, aligned to the key goals of the Board, and member feedback in the 2017 England Golf survey.

The primary focus is to maintain the course in excellent condition and appearance through the year, with additional focus now on accelerating improvements to course drainage.

Impact of flooding

The Committee's long-term plan remains focussed on improving the quality, playability, appearance and reputation of the course and its surroundings.

Unfortunately, an unprecedented second year of damage and disruption caused by floods and in particular the third flooding event in late September were major setbacks and added significant complexity to ground staff activities through to March 2020.

Gary and his team worked long hours to return the course playable condition including:

- operating temporary pumps and excavating ditches to speed up the removal of flood water from the course
- completing a first phase of permanent drainage improvement works in late March and early April
- additional remedial works, supported by a specialist turf contractor, to ensure the badly damaged holes could be returned into play on a staged basis by the end of May, despite Coronavirus restrictions

The Committee believes repair of badly damaged holes such as the 13th, 17th and 18th has been successful and the course is now returning to its former excellent condition.

General Course Report

Whilst most of the course was under water at some point between July and March the stretch of holes adjacent to the M60 suffered most damage. Fortunately, greens were spared, with the fairways, rough and bunkers requiring most attention.

Three courses of remedial treatment have been required to restore condition, consisting of scarification, tining and over-seeding, in September, after the initial 2 floods, and in early April and late May/early June. Weather conditions were so unfavourable that after the wettest February on record we suffered a particularly hot and dry April and May which prevented the over-seeding undertaken in April from germinating.

The grass sward to badly damaged areas of the 13th, 17th and 18th fairways is thickening and bare patches have reduced to allow the local rule requiring use of mats to be lifted. The Ground extends its thanks to the membership for their patience during this difficult period.

Course drainage and flood prevention

The 3 flooding events, followed by 3 months when we were unable to discharge water off the course through our main drain were unprecedented and outside of our control and emphasised the vulnerability of the course's drainage system to sustained periods of high river levels that may occur through climate change.

On a long-term basis, the provision of a permanent pumping facility would alleviate this risk, but currently isn't affordable.

The Committee, with technical support from Phil Hill and Jay Patel have developed mitigating measures and drainage improvements to be implemented in the next 12 months:

- Environment Agency (EA) liaison to ensure their replacement outlet sluice is fit for purpose and built without delay (currently starting in October). This should prevent the re-occurrence of the flooding events, via this sluice
- Highlighting to the EA that their two outlet flap valves which prevent high river levels from back feeding onto the course via the 1st stream are defective. They have committed to replace the older valve (again starting in October) and maintain the newer valve to ensure it is not blocked open by river debris
- Continue to increase storage on the course by expanding the capacity of the existing pond in front of the 8th tee. Increases in pond capacity to the rear of the 17th green, around the 16th tee and on the 13th have already been completed, together with the installation of a new land drain linking the 2 ponds on the 13th
- Inspect our two key carrier drains taking water off the course and discharging into the Mersey, removing any build-up of silt to ensure they are working effectively
- Ground staff inspection of the condition of all our key land drains where they discharge into streams, ponds or the carrier drain manholes to establish whether they are free from blockages. This is time-consuming and needs support from the EA to clear overgrown vegetation from the stream between the pond on the 5th to its point of discharge off the course at the 1st

- Where practical, any key drain that is blocked will be jetted to remove the blockage and restore effectiveness, possibly needing construction of new jetting manholes
- Known wet areas over existing land drains may receive sand banding (as previously undertaken on the 5th and 6th fairways) to increase drainage rates
- New drains will be laid in known wet areas without existing drainage
- Budget allowance for periodic jetting of drains on a rolling priority basis

To avoid disruption, most of the work will start in mid-October, but to avoid further surface damage, work will only be undertaken, when ground and weather conditions permit.

Trees

We need a long-term plan for the course's trees which are a major feature of the course, enhancing playability and aesthetics, but create problems and require management. Trees sited inappropriately can impact adversely on the condition and playability of the course, through fallen debris, increasing shade, reducing flow of air and disrupting drainage. When funding allows it is intended to commission a report from STRI looking at all these aspects so we have a long-term tree management plan in place to ensure consistency of approach.

In Autumn 2019 a number of trees on the M60 embankment were removed by National Grid as their height threatened integrity of the overhead powerlines. The Club gave their contractor access and has received compensation. This includes the contractor removing, free of charge, a number of large branches affecting the playability on holes 6th, 13th, 14th and 18th which are too high for our ground staff to remove safely. Removal of 21 mature trees next to the overhead lines from the left of the 17th green to near the 13th tee was postponed – National Grid have yet to confirm when they will be. Related compensation will include removing the old diseased trees in the copse to the left-hand side of the 17th fairway.

The loss of these trees will not affect the playability of the course but will have an adverse visual and habitat impact. Consideration is being given on how best to offset this, linked to planting around the new pond areas.

Maintenance of smaller trees, that does not require working at height, continues to be undertaken by the ground staff, principally during Autumn and Winter.

Course conditioning

Despite the floods the course is showing the benefits of enhanced conditioning applied to greens and tees in the last 2 years developed in conjunction with our agronomist, STRI. They continue to provide excellent and cost-effective technical support, particularly valuable in developing remedial measures after the floods.

Our greens have a mixture of bent grass and weaker annual meadow grass. The meadow grass has a slower growth rate in early Spring resulting in differential growth and a slower more uneven roll. The greens conditioning programme has been introduced to promote earlier and more even growth.

In February the greens are treated with Green Lawngr TR, a turf colourant, to increase absorption of solar radiation and reduce differential growth in early Spring. Greens are then solid

tined and treated with lawn sand. Weather and ground conditions permitting, in late March / early April the rest of the early programme involves:

- over-seeding / tining
- top dressing with sand
- application of Coldstart fertiliser to promote growth in colder conditions

Over-seeding with bent grass in the August maintenance week will over time increase its proportion within the sward and also reduce the impact of differential growth.

Nearly all tees have had areas which were uneven and suffering from weak / patchy growth. Par 3's in particular are also subject to significant divot wear.

To improve density and robustness of the sward, and to minimise additional conditioning costs, we have reduced size and re-shaped teeing areas such as the 3rd, 9th, 14th, 16th and 18th. The re-shaping has also improved the visual appearance of these teeing areas.

Tee conditioning between August maintenance week and early October, comprises:

- Application of a wetting agent
- Over-seeding of par 3s plus worn areas of other tees
- Verti-draining using 12mm diameter tines
- Top dressing with sand being worked into the tines to maximise surface drainage

Tees also receive an application of fertiliser at the start and end of the playing season to promote denser healthier growth. Most are taken out of play by use of Winter teeing areas, to prevent footfall damage to the reconditioned surfaces.

As with the greens we believe the tee conditioning programme is showing signs of improvement with an increased density of sward. Regular applications of sand dressing will over time also help to level out uneven areas.

Greens and tees are being verti-drained on a regular basis, now using our own machine. Core samples taken by STRI confirm the benefits of deep tining greens are becoming evident with rooting depths having increased significantly. In the medium-term resilience levels of the turf will increase through improved aeration and drainage.

All bunkers were re-sanded and renovated following the flooding events but surface condition has been temporarily compromised by coronavirus restrictions and withdrawal of rakes. Local rules to lift, clean and place have been introduced as mitigation. There are no current plans to change the number, size or location of our bunkers, but there is an emphasis on improving their condition and consistency. Providing more drainage for problematic bunkers will reduce the risk of them being taken out of play following heavy rainfall.

STRI inspection July 2020

At the time of the inspection the course was in very good condition, despite the disruption to conditioning treatments caused by the coronavirus restrictions. To further improve the condition and resilience of playing surfaces, STRI recommended that we:

Greens:

- Increase frequency of light top dressing with sand to achieve the annual target of 100t tonnes, dilute organic matter accumulation and reduce impact of worm casts
- Improve surface drainage with narrow gauge star tines (now purchased) every 3rd aeration cycle to 200mm to help incorporate sand dressing into the profile at depth and reduce worm activity
- Apply a new insecticide, Acelepryn, each September, to reduce over time leatherjacket infestation (larvae of crane-flies) and surface damage by bird pecking.

Tees:

- Continue with the recently introduced conditioning programme
- Use an acidifying fertiliser to suppress worm activity through the winter months whilst also helping to manage moss ingress

Fairways:

- Consider suppressing high volumes of grass clippings, by applying a plant growth regulator to encourage a denser canopy via lateral growth, not vertical growth. The aim is to eliminate at least one grass cut a week, freeing resources to focus on other course areas and reduce wear and tear on machinery
- Continue with the annual verti-draining by specialist contractor, Fine Turf

Projects

Projects completed over the last autumn and winter period comprised of:

- Forming permanent all-weather teeing areas on the 5th, 11th and 12th holes to remove the need for temporary mats during the winter period
- Replacing the damaged timber / RSJ support to the 11th tee and also providing a stone access ramp instead of the two steps (H&S)
- Replacing a number of other steps to tees with stone access ramps
- Providing a new drain to the 18th fairway in front of the Clubhouse
- Completing drainage remedial works to offset impact of flooding events including the digging of temporary grips to remove standing water
- Re-grading areas around the 17th copse impacted by pond earthworks
- Sand banding of flood damaged areas to improve drainage and turf condition

Projects for this autumn and winter period from the Ground long term plan will include:

- Lengthening the buggy path to and from the 8th tee, extending it back to the front of the 7th green and forward across an expanded 8th pond
- Completing new drainage ditches by lining with membrane and stone to improve drainage rates and prevent clogging with vegetation
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- More topsoil and seed to level off the new drain between the two ponds on the 13th
- Applying finer grey stone to level off the buggy paths around the 5th and 12th teeing areas, plus localised repairs to other sections of buggy paths
- Further planting around the newly formed ponds as part of the habitat mitigation measures arising from future loss of trees
- Repairs to the left of the 6th tee, levelling areas which have settled and replacing damaged timber edgings and supports

Work is scheduled to start mid-October at the end of this year's extended playing season, but completion will remain subject to actual weather and ground conditions and costs remaining within the budget allowance, with drainage improvements the main priority.

Machinery Report

A number of small machines and green keeping equipment were flood damaged beyond repair and have been replaced under our insurance claim.

One of our tractors used to mow the rough is also beyond repair and will be replaced by a suitable second-hand machine.

Ground staff now have walkie-talkies, mainly for H&S reasons but better communication has also resulted in increased efficiency.

We maintained all the existing machinery this year within budget due to the ground staff's daily care, plus weekly visits to maintain and repair all our machinery by Damien Clemens, our local contract mechanic, who continues to do a fantastic job for the Club.

We monitor all machinery and the maintenance costs involved to identify when it would be cost beneficial to replace. We have a minimum of two good units for each key job on the course, and hope the machines in stock continue to give us another good year of service.

Health and Safety / Vandalism

Activities and working procedures of Ground staff are assessed by an independent H&S consultant on a bi-annual basis. We maintain a H&S annual action planner, now fully aligned to the key recommendations of the inspection reports produced by the Consultant.

Actions are monitored regularly by the Committee, including "look and see" course inspections and we remain fully compliant with the key recommendations. In addition, we continue to improve H&S course signage, making it more visible to players and the general public using adjacent footpaths. There was one reportable accident in this period.

There was also a marked increase in ground staff near misses after lockdown. Several H&S reminders in Club newsletters and on a new H&S page on the Club website reinforce the need

for members to always provide courtesy to ground staff. It is also recommended that the buddy system to new members includes a section on H&S awareness.

The Club still suffers from occasional vandalism – the most serious involved damage by motorcycles to some greens and fairways, which took several months to recover. Damage caused by the general public during lockdown was however minimal.

Conclusion

In closing the Committee would like to thank again each of the Ground Staff; Gary, Tom, Robert, Lee, Adam and Daniel for their continuing hard work and dedication to presenting Withington Golf Club week on week in such fantastic condition for both members and visitors, despite another year when circumstances conspired against us. We hope we can continue to go from strength to strength in the coming year.

On behalf of all members of Withington Golf Club, a special thanks of appreciation is also extended again to Eric Botham.

In conclusion, if any members have any constructive feedback on potential improvements to the course for inclusion in the Ground long-term plan, then these would be most welcome

Ground Committee

House Report

Overview

I would firstly like to thank Gary Unsworth who held the role of House Director, with distinction, for the last four years. Gary's handover to me was comprehensive and thorough. It underlines the huge amount of work that Gary and his House Committee comprising Julie Webb, Eric Botham, Mike Hindson, Pat McKendry, Dave Southern, and John Goddard have done for the Club over many years.

Thanks also goes to Kath and her team who work with passion and pride to provide the bar and catering facility for members, guests and visitors.

The amount of work it takes to run and maintain the building, plus the bar and catering is staggering. Gary's shoes are big ones to fill. That task is made all the more daunting when we are trying to manage the impact of a global pandemic. It has been a challenging time for all golf clubs, and the hospitality industry in general. Not least of which has been to adapt the service around changes and guidelines brought about by Covid-19. I'll cover the Club's response and plans to evolve below.

Capital projects

Late last year there were plans drawn up to refurbish the bar area, build toilets upstairs, create direct access to the ladies' locker room and rebuild the porch/main entrance. Details and costs of which are still available on the club's website. This refurbishment was at a cost of £130,000,

most of this was intended to be recovered by increased bookings in functions, visitors and member use. Given the current uncertainty and difficulties in hosting groups it was felt sensible to shelve these projects until further notice.

The biomass boiler was replaced with a temporary unit, following last year's flood. The permanent unit still needs to be sited and the work and preparations for this are still ongoing. The balcony was resealed following water damage to both locker rooms. Despite this water is still finding its way into part of the building. The Board is reviewing costs and in the process of approving replacements of all the gutters, fascias and soffits. The guttering over the balcony will also be redesigned. Currently, one central downpipe flows on to the balcony with water dispersed along the balcony gutters. This will be replaced with two downpipes going directly into the drainage system.

Covid-19

The impact of the virus has been hugely disruptive to Withington Golf Club and its members. The lockdown saw golf being banned and the Clubhouse being closed for many weeks. When we finally reopened, it was with reduced capacity and with limited service being offered.

At the time of writing (late August 2020) the local lockdown limits indoor socialising to single households only. It's very difficult for the staff to police this and members are thanked for their cooperation and understanding to date.

The Club has had a Covid-19 assessment and continues to improve and add to the safety measures. The latest guidance will be communicated to members regularly and updated on the Club's website.

The locker rooms remain closed, but we are constantly reviewing this in line with safety guidance.

Future plans

It's anticipated that the virus and its impact will be a factor for many, many months or even years to come. The Club is reviewing all options of enhancing the outdoor spaces we currently have. We are not blessed with many areas suitable for permanent gazebos or marquees. The open nature of the location, with many passers-by, and risk of vandalism also limits the options.

Awnings, outdoor heaters, new outdoor furniture, permanent outdoor coverings are all being investigated by the Board. Following the restructure, the Club will also look at utilising parts of the Pro shop to enhance the catering and bar offerings. We hope to update the membership on the progress in due course.

As we all start piecing life back together, we hope to be in a position to provide a top-class and safe hospitality experience for members and visitors. This will involve enhancements to menus and drinks choice. We'll also be adopting an innovative approach, using app or web-based mobile ordering platforms where members can order from the course. This allows either on course delivery or your order being ready and waiting for you as you hole your final putt of the day.

Withington is rightly known as a warm, friendly and welcoming club. At the heart of this is the work done by our Social Committee. The House team will work with the Social team to create and deliver some great events for members and visitors.

Drew Folland
Co-opt House

Lady Director's Report

2019/20 has been a challenging year for the WGC Ladies Section and for the Golf Club in general. Our Lady Captain, Angeline Crawford and her committee have continued to meet regularly via Zoom meetings and have maintained contact over a few difficult months.

We are all delighted to be playing again and on behalf of the Ladies, I would like to extend our thanks to the Ground staff for getting the course back into such good condition against all the odds.

Committee Members are currently:

Kara Norbury- Secretary
Angeline Crawford- Lady Captain
Joan Scott- Treasurer
Caroline Perry- Handicap Secretary
Helen Card – Membership/ Marketing Representative
Jacqui Bliss- Lady Director
Marie McNeill – Competition secretary
Marie Gordon- Match secretary.
Nicky Prenty- Committee member

Firstly, a few words from the Lady Captain, regarding her year in office:

There have been several highlights in a difficult year for all of us. The Ladies Committee have met regularly despite restrictions on our activities both on and off the course.

At the beginning of the playing year we had the Welcome Night and Christmas Social functions which got the year off to a good start. Fortunately, members of the Ladies section have remained in good health through the last few months and are back playing golf with enthusiasm and camaraderie.

Match and Handicap have supported the delivery of major events such as 'Lady Captains Prize to 7 Day Members' and 'Lady Captains Prize to the Ladies'. These were well supported and enjoyable events which will provide me with many happy memories in the future.

We have raised a significant sum for the Captains Charity, Parkinsons UK, by organising activities ranging from car washing to the 'auctioning off' of tee slots.

Captain and Lady Captain's Charity

The Charity supported by the Captain and Lady Captain was Parkinson's UK. When all monies are finally collected the sum going to them will be in excess of £7000. The Captain and Lady Captain wish to express their thanks to the members of Withington for their generosity. This is especially notable because in previous years social functions have significantly increased the

amount of funds raised. This year we have had very few social functions and have raised a similar amount to previous years. The Captains have commended Kara for her personal contribution to the efforts made to raise this impressive sum.

Membership

We were saddened to hear of the death this year of Dorothea Shurden, a much-loved and long-standing committee member of the Ladies' Section and a former Lady Captain. She was an active member for many years and will be missed by all her friends at the Club. We will always remember her vibrant personality and her commitment to the club. We pass on all of our good wishes to John and family.

New Members

We have welcomed four new members this year, Sarah Lalley-Jones, Lorna Belford, Valerie Mawson and Deborah Hanson, Lorna and Deborah along with Colette Ali and Amanda Webb have gained their first handicaps at Withington. Good Luck Ladies.

Unfortunately, due to Covid restrictions we had to cancel our ladies Academy this year but hope to resume next year. There was a lot of interest last year, so we hope to recruit more lady members next year.

Major Golf Winners

This report, of necessity, has been produced before all the major finals have been played.

Courier Cup	Winner	Diane Emmett
Grace Mackenzie Putter	Winner	Angeline Crawford [Lady Captain]
Captain's Prize to Ladies	Winner	Julia Cooper
Bob Ling Memorial Trophy	Winner	Kara Norbury
Gilbert Trophies	Best Gross	Kara Norbury
	Best Nett	Jane Vere
Lady Captain's Day	Winner	Julia Cooper
Centenary Bowl	Winner	Liz Bradbury
President's Prize to Ladies	Winner	Julia Cooper
Club Championship	Winner	Not yet played
Summer Strokeplay Final	Winner	Not yet played
Queens Jubilee	Winner	Liz Bradbury/Marie Gordon

On behalf of the Ladies Section I would like to extend our warm congratulations to Julia Cooper on winning the 'Captains Prize to the Ladies', 'Lady Captains Prize to the Ladies' and 'Presidents Prize to the Ladies'. This is a fantastic achievement, 'Well Done Julia!'

Jacqui Bliss
Lady Director

Marketing Director's Report

Executive Summary - 2017-2020 Activity and Achievements

(All membership numbers quoted are 1st July 2020)

The Marketing Committee have been working hard in a number of areas to build both a new member acquisition plan and retention plan in what is a competitive local market for subscriptions to golf clubs. Over the past 36 months the key deliveries have been as follows:

1. Cohesive Marketing approach aligning Social media, email, roadside banners, posters, flyers, website and strong creative collateral with a consistent branding approach for all campaigns
2. Successful £699/£650 Autumn and Spring campaigns– 67 new members on this scheme in previous year and 120 in recent months including younger member versions of the offer – 220 in the last 3 years!!
3. Successful £75 Winter offers (typically between 10 and 15 always trade up to full membership)
4. Lifestyle Membership trial launched in 2018 and evolved into Playmore Golf (PMG) with 64 golfers enjoying membership for busier golfers and those who play less frequently (see review below). This has doubled in the last 12 months (32 to 64)
5. Courtesy 6 Day golf reciprocal golf membership at Marple and Ashton Under Lyne, creating a great proposition for existing members as well as promotional opportunity to attract new members
6. Green fee optimisation and marketing (well researched and structured pricing) through Social media, email and website increasing revenue by 18% in the previous financial Year (subsequently hindered by flood and Covid)
7. Active marketing and promotion of Societies proposition and Open's (income hindered by cancelations due to flood) However, strong propositions exist to be used by my successor

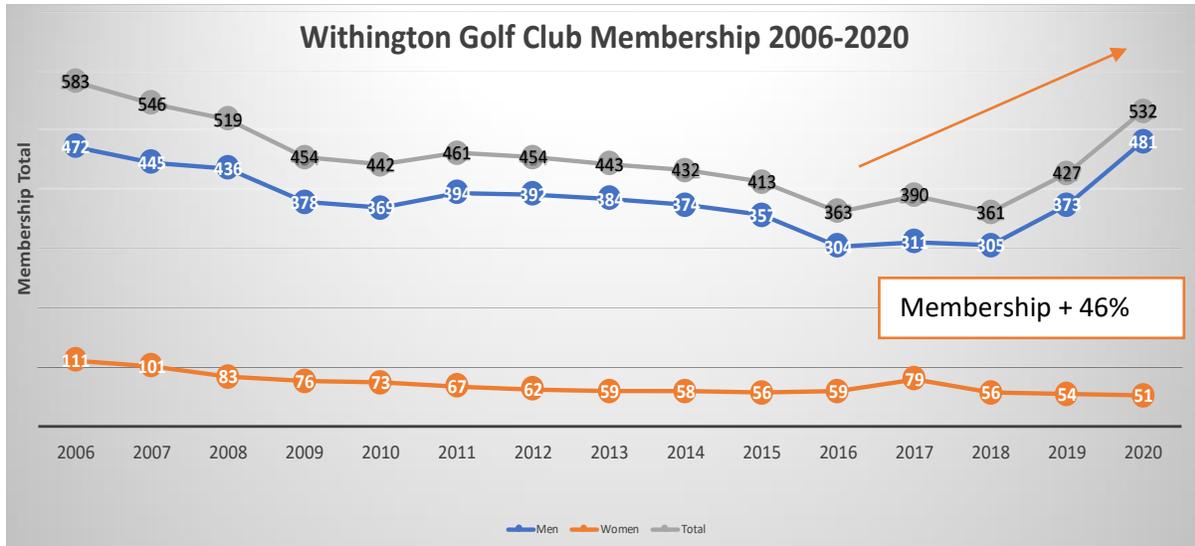
We have received very positive feedback from England Golf and a number of Golf publications on our marketing approach.

Membership Overview

As you will see from the chart at the top of the next page we have seen a steady deterioration in membership over a 10 Year period between 2006 and 2015 before a more progressive marketing approach has steadied the ship and averted the declining trend over the past 5 years. In this regard significant credit should be given to Claire Ebrey and Mike Eardley for their work on branding and design supported by PLS Print Ltd and a significant amount of creative content provided by Brian and Jake Eyre.

It is fair to say that the market for “full members” is very competitive, in particular around the Mersey basin. Some clubs have been more aggressive with pricing but we try to understand the balance between offers that attracts new members as well as being fair to existing, loyal members that will pay a higher rate. It is delicate balance but as you can see from the success of recent

campaigns, we feel we are striking that balance. We work very hard on benchmarking and you will see from the later update on campaigns that we are broadening our approach but on reasoned pricing principles.



Pro Rata Campaign 2020

When the lockdown was lifted the marketing were ready with collateral to go the minute the announcement was made with an extensive, heavily promoted and targeted pro rata offer, accounting for the fact that the golf membership year has already begun.

1. £650 until 30th April 2021 on a Pro Rata basis (Join Withington and get courtesy membership at Marple and AUL). Promoted via Email to non-members and members, Website, Twitter, Instagram and Facebook. In addition, a banner for Palatine Road
2. £450 until 30th April 2020 for 25-29 Year olds - as above
3. 2 Year 6 Day Membership Offer (primarily aimed at addressing the reducing trend in Ladies membership) – first 18 months £500, increasing in Year 2 to £600 and then full price, currently £752, in Year 3 – promoted as above, all on a pro rata basis.

The impact exceeded expectations with membership increasing by 135 from 397 (post 30th April resignations) to 532.

All the growth was in male categories with Ladies membership flat and “full member” categories up 108 with PMG up 24 to 64.

The impact of campaign pricing as a factor of total income is increasingly significant and vital to the Club with new members creating additional revenue of over £70,000 (year one). Our actual marketing costs are minimal at around £500 per year, a reflection of the hard work of the committee and deals we get from PLS Print Ltd through Brian Eyre and his excellent team.

This income is becoming more sustainable as we work hard on the buddy scheme, superbly led by Bob Ganley but supported by many existing members, helps get new members handicaps, engaging them and enabling them to enter competitions. Bob's role in coordinating over 50 new handicaps with a further 20 in train should not be underestimated. The Match and Handicap team have responded with a sensible 27-hole temporary approach and some very quick turnarounds. Bob's engagement and the support of the Buddy group has been outstanding and created a great welcome experience.

Younger Members - We are very aware of the need to attract a younger cohort of members, hence the addition of the £450 which is priced slightly under the standard annual fee for this age group. This cohort has increased by 49 bringing in a much-needed influx of younger players taking advantage of the ability to pay monthly by direct debit.

Ladies – you will see that over the last 36 months there has been a reduction of 31% in Ladies membership. Helen Card does a great job promoting membership and had sold out the Ladies Academy, which had to be postponed due to the pandemic and will be rearranged for later in the year. Despite Helen's very hard work and a 5 and 6 day offer which has been promoted, we have failed to grow Ladies golf membership.

Extending full competitive golf (excluding majors) to Ladies has been a progressive step, absolutely the right decision by the Board. This has helped give us a more marketable proposition and as more Women take up golf. If ladies are in full time work they are unlikely to play many Thursday's, as they pay the same fees, we should surely find a way to give access to all competitions.

We have an equal pricing policy for offers and whilst the 6 Day offer will appeal to Ladies starting out to a greater extent, we should also attract more male members to this category.

Welcome and Retention – Bob Ganley has been leading the welcome and buddy process for new members, ensuring they are greeted with regular calls and leading a group who support new members with getting handicaps and doing an excellent job.

Social Media – we have worked hard to build engagement to followers on Twitter and now have 3813 followers. This is testament to Mike Eardley's daily focus and passion to generate engaging and relevant creatives including offers that generate income, he has a daily routine of producing a mixture of entertaining and informative content, constantly looking for new angles to promote the club. On Facebook we have 521 followers, up 61 and 13% in the last 10 months. Posts generate good engagement and reach visitors.

The social media focus is, without question, the most significant factor in our success both in terms of acquiring new members and engaging existing members. This requires hard work on an intraday basis with tremendous input and energy from Mike and Nick Furness. We have also started to use video content which has boosted engagement, likes, shares and retweets, broadening our reach. We also field messages on a daily basis through all three Social media channels and this will need picking up from 14th July by someone in the Club.

Without focus on social media on a daily basis, our advocacy and ability to generate revenue through these channels will “wither on the vine. This is a significant priority for the Club.

Website

Nick Furness, myself and Mike Eardley have ensured content is relevant and our marketing offers are promoted through the website. Not a daily task but a significant and important one which will require focus and attention. It is where members and non-members often for information, a failure to provide accurate and informative content will impact advocacy and revenue. I’d recommend a monthly review of page visits so the board keep abreast of how this vital channel is performing. There will be further opportunities to promote the Clubs facilities and catering as lockdown restrictions ease.

PlayMore Golf (PMG)

We carried out a detailed consultation with England Golf, researched local competitor clubs and created a proposition for flexible golf that meant we launched Flexible Golf in Spring 2018. Although this was a success with 27 joining the scheme, it proved difficult for the Office and Pro Shop to efficiently administer and was open to misuse.

I therefore approached PMG who have an association with over 180 Golf clubs in the UK and both administer and promote the offer, enabling the Marketing team to concentrate on “full membership” schemes, Societies, Opens, Green fees and events. On 1st January 2019 PMG became our flexible membership scheme. The offer comprises of:

- £350 for 100 points but not “Board Competitions or majors of which the club receives £275
- Club Handicap and buddy scheme
- 80 points to be used at Withington on a matrix basis through and automated booking system, run and administered by PMG.
- Peak times like weekends “cost” more points and PMG members can also use their 20 “away points” at other PMG clubs
- PMG members are not eligible to represent the club in team matches
- Withington receives revenue from PMG when members of “other” PMG club’s book and play Withington

The approach has been to protect membership losses, those existing members who are playing less for family or health reasons and would otherwise resign. Primarily the focus was to acquire new members. Initially the Board approved on a 12 Month trial following on from the 12 Month Flexible membership trial. At the last AGM the meeting formerly approved this category of membership.

One advantage of this category is that PMG do their own marketing in various channels, even promoting Withington, this leaves us free to market our own offers.

As well as giving an option for some existing full members (only a handful have moved in 2019) that otherwise would have left, PMG has delivered incremental income of circa £18,000 to the club from fees plus any profit on bar or catering spend.

As at today we have 64 members on the scheme of which 2 are Ladies. This has grown steadily month on month. We work equally hard to integrate PMG members in to the Club. As they become more involved we feel many will join as full members.

The next critical step is integrating booking systems so that (subject to category restrictions) PMG members can book online via the ClubV1 app. I understand Club Systems are actively working on a solution and should have one within weeks. Presently Patrick has to complete a manual reconciliation on points.

The Future and Success Factors

There is no doubt that the conditions for growing members will continue to be challenging. This year alone we have seen 58 resignations, a good result given the flood and poor course conditions over the winter. We should not and can never stand still. The consequence of a lack of proactive approach can be seen in the deterioration in membership up until 5years ago when a more progressive approach was developed by Mike Eardley and Claire Ebrey. We have to work hard to stand still and therefore improve marketing effectiveness as well as retaining more existing members. We can do this by collecting data more effectively and using all channels to promote offers. We know we can target more effectively, especially to younger potential members.

I would personally like to thank a very committed and hard-working committee that work agilely and are very focused on growing membership. The club are blessed to have such diligent, professional and hard-working volunteers, selflessly giving many hours a week to the Club.

Nick Furness does a superb job on the website and getting more from our relationship with ClubV1 as well as ensuring our propositions are accessible and prominent through our primary engagement channel. Most new joiners see offers from the website.

Mike Eardley is the heartbeat and conscience of the committee, creative and focused as well as superb on Twitter. His eye for detail ensures our website information is correct and reflects the appropriate pricing. Without his conscientious oversight the club would miss out on revenue and potentially mislead website visitors who want to engage with the club. He is irreplaceable in my view.

Brian Eyre does an outstanding job supporting with presentation and production of high- quality creative print and content. The team at PLS support “content design” as well as print collateral. They do so at basic cost with no charge for creative. This gives the club flexibility and an unrivalled marketing edge that is the envy of our competitors.

Bob Ganley is the new member buddy, ensuring a warm welcome and embedding new people in to our Club. Stephen is stepping down as he takes on his Captaincy and has done an excellent job over recent years.

Steve Marr and the Pro Shop are fully behind our marketing offers and support strongly on engagement and promotion, in particular helping with societies and the very well received “stretch voucher” that receives superb customer feedback. The pictures from Steve, Andy and Debs (before her very sad recent passing) always do well on social media and help build engagement.

Helen Card owns the Ladies academy, its success is testament to her perseverance and hard work. Helen also links the marketing committee with the Ladies section well, ensuring we have the right focus and propositions to address the challenge of growing Ladies membership. Kara Norbury has also been a great help and support providing pictures and content.

I am proud of what this committee has done and achieved in the past 3 and half years.

Tony Longden
Marketing Director

Board Meetings

Twelve Board Meetings were held between October 2019 and September 2020, with attendances as follows:

President	A J Stewart	8
Captain	S Wells	9
Chairman	M C Keates	12
Finance Director	T M McIvor	10
Golf Director	P N Higgins	12
Ground Director	G E Botham	10
House Director	G J Unsworth	9
Lady Director	J Bliss	9
Lady Captain	A Crawford	6
Marketing Director	A H Longden	7
General Manager	P J Keane	12

Other Attendees

C Barraclough	AB Partners	1
A Folland	Co-opt Member	3
S Webb	Co-opt Member	2

Retired from Board October 2019

President	R M Ganley
Captain	S J Emmett
Lady Captain	L V Ingham

Elected to Board October 2019

President	A J Stewart
Captain	S Wells
Lady Captain	A Crawford
Chairman	M C Keates
Finance Director	T J McIvor
Golf Director	P N Higgins
Lady Director	J Bliss

NOMINATIONS FOR ELECTION OF HONORARY OFFICERS, DIRECTORS AND SUB-COMMITTEE MEMBERS 2020/21

Nominations are invited for the following vacancies. All Nominees, Proposers and Seconders must be eligible under Article 6.2 of the Articles of Association

	<u>Nominee</u>	<u>Proposer</u>	<u>Secunder</u>
<u>Honorary Officers</u>			
<u>Captain</u>	Mr K Hulme	Dr S Wells	Mr S J Emmett
<u>Vice-Captain</u>	to be announced at A.G.M.		
<u>President</u>	Mrs B Dagnall	Mr A J Stewart	Mr R M Ganley
<u>Vice-President</u>	to be announced at A.G.M.		
<u>Lady Captain</u>	Ms J Bliss	Mrs A Crawford	Miss L V Ingham
<u>Lady Vice-Captain</u>	to be announced at A.G.M.		
<u>Directors</u>			
	<u>Nominee</u>	<u>Proposer</u>	<u>Secunder</u>
Chairman (3 year)	Mr M C Keates	Mr P N Higgins	Mr A Folland
Lady Director (1 year)	Mrs C Southern	Ms J Bliss	Mrs J Quine
Finance Director (2 year)	Mr S Webb	Mr M C Keates	Mr A J Stuart
House Director (1 year)	Mr A Folland	Mr M C Keates	Mr P N Higgins
Ground Director (3 years)	Mr T J McIvor	Mr G E Botham	Mr N J McIvor
Golf Director (2 year)	Mr P N Higgins	Mr D Hunter	Mr A Folland
Marketing Director (3 years)			
<u>Committee Members</u>			
	<u>Nominee</u>	<u>Proposer</u>	<u>Secunder</u>
Finance (1 year)	in office		
Ground (2 year)	Mr S Webb	Mr T J McIvor	Mr P N Higgins
House (3 years)			
Golf (3 years)	Mr D Hunter	Mr P N Higgins	Mr D A Slattery
Marketing			
Social Chair			

This Nomination Sheet will be removed from the Notice Board at the Close of Business on Friday 4th September 2020

NOTES