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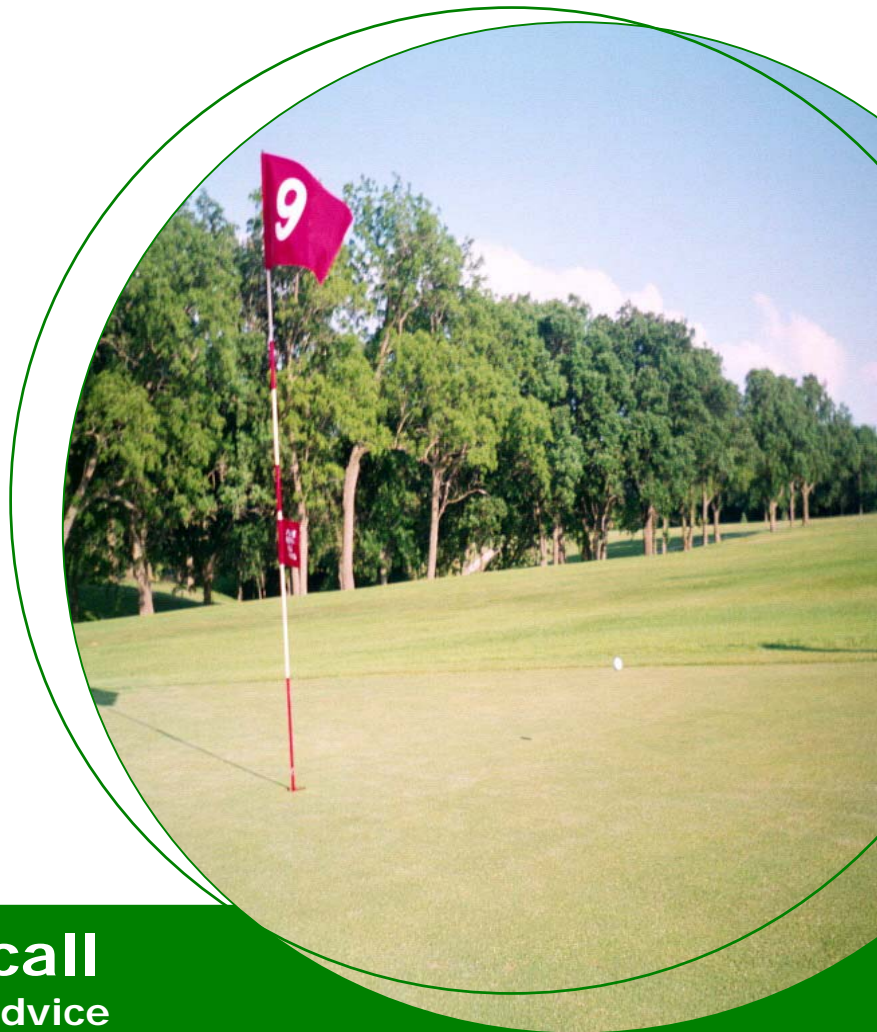
Golf Club Survey 2006 Report

**Clubs in the Home Counties,
including Bedfordshire, Berkshire,
Buckinghamshire, and the Hertfordshire region.**

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Summary

Following on from the survey carried out in 2004, Hillier Hopkins carried out a further review of local Clubs operations, how they differ and the impact this has on both their financial results and their overall performance. The areas looked at in this survey were the level of subscriptions, entrance fees, green fee charges, member numbers, society rates, financial performance, room hire, green fee revenue, bar revenue, catering revenue (where applicable), VAT recovery percentages, staff numbers and of course management costs.

The aim of the survey was to try and determine whether there were any trends in Golf Club activities and whether there was any other information that could be gained from a review of the above data. A total of approximately 50 Clubs were included in the survey, and 40 responses were received. These ranged from very small Clubs to quite large Clubs and this needs to be taken into account in the results as it has resulted in some widely varying data. We have however, included all of this information in the attached appendices.



The Results

Membership Fees

Membership fees ranged from £535 to £1,740 per annum. The lowest amounts were for either very small Clubs or Clubs that were quite some distance from London. Generally, the closer to London the higher the fee with the majority of Clubs in the home counties having fees between £800 and £1,000. Generally, the clubs within the M25 were slightly higher than this and those more than 40 miles from London were lower.

With regards to social memberships these varied between nil and £276, however, the majority were in the range of £60 to £120. Some Clubs also insisted on usage of the Club card system so that social members were required to spend at least £75 during the year. It is interesting to note that some Clubs had taken on board the fact that social subscriptions were VATable and had charged VAT as an extra on their fee whereas others had set a round sum fee and were merely absorbing the VAT thereon.

Entry Fees

Following a lull period in the late 90s, many Clubs sought to move away from entry fees to try to encourage increased membership. Whilst short term this solved some clubs problems it is now accepted that in the longer term entrance fees are a good thing. Out of the Clubs surveyed only 5 no longer have an entry fee and of those 2 are actively considering moving back towards having an entry fee in the future. There are clear indications that removing the entry fee has the effect of removing member loyalty ultimately resulting in a much higher membership turnover. The fee charged varied dramatically between Clubs with some charging up to 3x the current subscription.

There does however appear to be a trend in moving towards a flexible entrance fee, which is at a reduced level for younger members. In addition some Clubs are offering flexible arrangements regarding payment. The factors most influencing the level of entrance fees were location and demand, which indicates that there are still a substantial numbers of Golfers who wish to move to join Clubs in the area. It would appear that people still like to be members of their “local” Club as this again was identified as one of the key influencing factors regarding fees. Interestingly, age was only cited in the case of 4 Clubs, interestingly all based in the Thames Valley corridor. Some Clubs feel under pressure from competition and comparison with other Clubs in the area and 1 Club was firmly of the belief that all Clubs needed to charge entry fees to survive.

Green Fees

These varied from £10 to £80 when playing with a member. The average was around £20 with a member and £35 without a member. This increased at weekends to approximately £25 with a member and £50 without a member.



Playing Members

The number of playing members is on average around 550. There were a large number of Clubs whose playing membership was less than this, but there were several whose playing membership was in excess of 700. Interestingly, out of the Clubs surveyed 5 suggested no maximum limit, although obviously there will be a limit of the number of members you can get on the course at any one time. Interestingly, of those Clubs all of them except 1 had numbers in excess of 600. It is surprising that even Clubs, which must be relatively busy with their playing membership, still believe that there is capacity for more.

Of the Clubs who have 500 or less member many also indicated that 500 was the maximum capacity. On an average basis it would appear that 650 should possibly be the maximum number of members for a Club with one course but each case will be different depending on starting tees etc.



Social Members

With regards to social membership there was a wide variation with many Club's indicating that their social membership numbers were less than 25. There were however Clubs with 150 to 200 social members interestingly often very nearby. There does appear to be a link between Clubs social agenda and its location. The more accessible the club is to its "local" membership the better the social membership.



Society Costs

The cost of a single round of golf plus dinner or lunch varied from as low as £25 up to a maximum of £95.

In some Clubs the charge depended on the time of the year, but on average around £50 seems to be the going rate for a single round of golf plus lunch or dinner. This increases to £65 to £70 on average for 36 holes.

Society Usage

The society usage varied very widely between Clubs with some earning as little as £10,000 and with 1 club earning over £600,000. The large Club in question has 2 courses and is able to offer a substantial number of days and time for society usage and this explains their substantial income. On average most Clubs were earning in the region of £50,000 to £60,000 with some earning in excess of £100,000. Overall, it seems that there is still scope to sell society days.

There was then an interesting correlation between the results of the Clubs with higher levels of society usage compared to the results for Clubs without. In general, the higher the society usage the greater the surplus. Whether this is a true correlation or merely reflects the fact that Clubs who operate and have successful society packages generally are more geared towards profitability than Clubs who merely operate in favour of the members is difficult to tell. Our experience is that Clubs need to be making a surplus in excess of £40,000 per annum if they are going to be able to afford to properly develop and maintain their Clubhouse and course. This level of surplus will enable investment in course equipment and allow for continual improvement and updating of facilities.

Green Fees



The amounts for green fees vary widely with one Club reporting £12,000 whereas other Clubs are reporting up to £500,000 per annum. In general the fees tended to be in the region of £60,000 to £80,000, but less particularly in the Clubs where they entertained less societies.

Bar Revenue



This varied between £37,000 and £468,000. The majority of Clubs were indicating revenue in the region of £125,000 to £150,000 and again, there is a correlation between the society usage, the number of members, the social members and the income generated through the bar. This is as would have been anticipated.

Catering Revenue



With regard to the catering, approximately half of the Clubs had franchised caterers, with the remainders operating their own catering facilities. These vary in turnover from £125,000 up to over £700,000.

The majority appear to be in the region of £200,000. It would appear that anything less than this will result in losses.

Staffing Levels

Bar and catering staff numbers varied widely depending on the turnover of the different operations. It is interesting that some Clubs were able to transact £200,000 worth of business using 10 staff where others only required 3. We are happy to release comparison data between the Clubs if this would be of interest.

With regard to golf course staff the average number appears to be between 6 and 7. Some Clubs seem to be able to survive with slightly lower numbers, but this mainly seems to apply to the smaller Clubs.

The question regarding numbers of house staff, cleaners and administration staff was very variable depending on whether or not this work was carried out in house. The administration staff question produced an average of 2½ to 3 members of staff, which appears to be the numbers necessary to deal with the requirements of most Clubs.



VAT

The question regarding annual VAT recovery percentage has produced differing results, which would suggest a general misunderstanding of the whole concept of partial exemption. There are number of smaller Clubs who report that they are still achieving 100% recovery because their exempt input tax is below the deminimus limits. Some Clubs reported a rate as low as 10% or 11%, but these were Clubs with very low levels of society and bar income. Generally, the other Clubs seem to indicate a recovery percentage of between 35% and 50%. It is important to understand what is meant by the question and this relies on the Clubs actually carrying out the partial exemption calculations correctly.

Having reviewed the answers given and based on our knowledge of the methods in operation, the recovery rate should be in the region of 40% to 50% for most Clubs, i.e. losing 50% to 60% of their VAT. If Clubs are doing better or worse than this there are usually specific reasons, i.e. that they have substantial bar and catering income in comparison to their membership subscriptions, or alternatively have low income from these sources. There is a general trend of reducing recovery rates in recent years as subscriptions continually increase whilst bar and catering income remains relatively static. It is important that all Clubs review the way in which their partial exemption is calculated on a regular basis to ensure that they are achieving the maximum possible recovery.



Course Maintenance Costs

We were specifically asked by a number of Clubs to raise this question so that Clubs could get some general idea of the costs that Clubs were incurring. Surprisingly the variations were substantial. Some Clubs were less spending less than £50,000 whereas others were in excess of £250,000 though this may be a factor of specific course maintenance projects carried out during the year. Overall around £100,000 to £120,000 appears to be the normal cost for an 18-hole course. If you are spending substantially more than this then this will need reviewing.



Conclusion

Overall, the survey has provided some interesting comparative data but also some huge variations. Some of these variations will reflect on the individual activities of the Clubs but the averages, which we have tried to extract from the information, are, we believe, good overall targets for Clubs to be using for their activities. If you would like to discuss the information arising from the survey in more detail our specialist partner, Robert Twydale, would be happy to visit the Club to provide further more detailed information.



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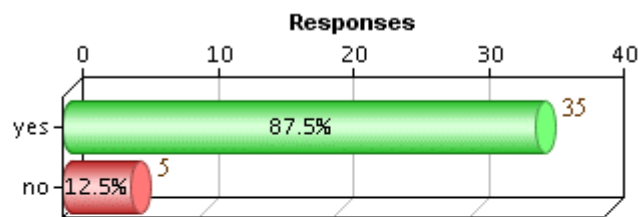
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Subscriptions & Entry Fees

Level of Subscription for standard playing members and social members:

Standard Playing Member :	Social Member :
£1,525.00	£300.00
£790.00	£72.50 inc. VAT
£893.00	£215.00
men £980.00, ladies £895.00	£146.00
£1,200.00	£120.00
£893.00	£215.00
£792.00	£50.00
£940.00 (7 day) £740.00 (5-day) inc. VAT	n/a
£843.00	£80.00
£695.00 (7 day) £540.00 (5 day)	£60.00
£726.00	£80.00
£825.00	£83.00 + VAT
£703.00	£58.75
£705.00	£120.00 + VAT
£1,120.00	£98.00 = £70.00 (Inc. VAT)
£1,086.50	£72.85
£1,285.00	£200.00
£535.00	£130.00
£1,095.00 7 day + bar levy & union fees	£17.50
£1,250.00	0
£1,095.00	£46.00
£636.00	£67.00
£834.00	£276.13
£1,455.00	£100.00
£550.00	£130.00 + vat
£1,200.00	£50.00
£795.00	£60.00 + VAT
£800.00	£70.50
£790.00	£68.00
£130.00 associate, £600.00 full	£117.50
£862.00	£60.00
£892.00	£50.00
£926.00	£110.00
£1,740.00	£60.00 + VAT
£619.00	£75.00
£920.00	£40.00
£1,410.00 over 30	£75.00 plus £75.00 club card
£785.00	
£790.00	
£1,188.00 plus £200 club card	

Do you charge an entry fee?



If yes, please state what the fee is :

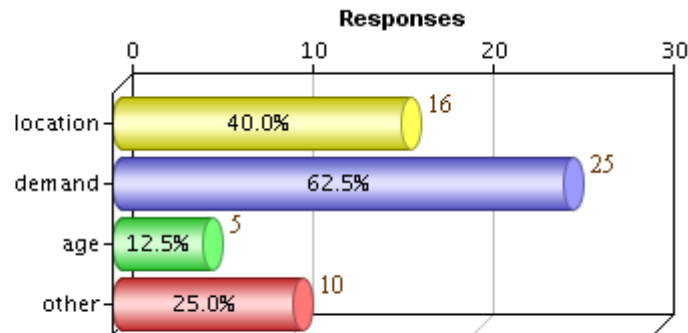
- £1,200.00
- Standard £1080.00 or £1,390.00
- £1,150.00
- £14.57
- £750.00
- £750.00
- £200.00

If yes, what is this based on? e.g. Subscription fees:

- Past history
- £1,000.00
- 2 times subs
- 3 times subscription
- 1 years subscription
- Multiple of 2x subs
- 50%
- Twice the subscription charge
- £1,000.00
- Fixed fee
- Join fee used to be 1.5 times, then this fee was fixed
- 3x Full Subscription (aged 40+) 2x Subscription (30-40)
- Subscription fee
- Subscription fee
- One yrs subscription
- Subscription charges
- Just decided on this figure
- 7 day - £500.00, 5 day - £300.00
- Fixed sum
- Standard rates £3,500.00
- 1.5 annual subscriptions
- 2 x full annual subscription
- The subscription from some years ago when it was frozen
- Was based on subscription several years ago but was frozen at £1,100.00
- Nothing in particular
- Set fee, although have offered reduced joining fees this year based on various factors, e.g. relatives.
- Previous members
- £2,000.00 set fee
- Debenture
- Fixed fee
- Set at £1,300.00

- Age related/sex related. £500.00 up to £4,000.00
- Originally 2 x subscription but has been fixed at £990 for some years
- Approx 1/3 subscription charge. Needed to help finance expansion from 9 to 18 holes 2006
- £1,500.00

What factors impact your fees?



If other, please state:

- Cost of maintaining a Grade II listed building and a premier golf course
- What market can stand
- Annual cost to balance the budget
- Reputation
- Competition, demand as low as possible
- None
- Fidelity
- Inflation
- All under consideration
- None
- Falling membership and increasing competition
- Comparisons with other clubs in the area
- Historical debenture prices
- Sex
- Members
- Competition from other courses NOT charging a fee. We all need to charge ENTRY FEES to survive.
- Quality of course

Any comments on factors impacting on fees:

- Can be discounted by either 50% or 100% through joining schemes.
- No charge for ex juniors/cadets or new members under 30 years old
- Been reduced recently.
- Special offer at moment of no membership fee as we want to give a quick boost to membership.

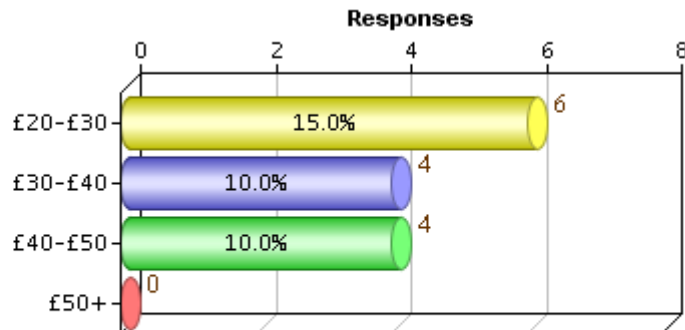
Green Fees charges both with and without a member

Weekdays WITH a member:	Week days WITHOUT a member:
£18.00	£50.00
£20.00	£40.00 summer £30.00 winter
£20.00	£40.00
£20.00	£40.00
£20.00	£40.00
£20.00	£40.00
£15.00	£20.00
£18.50	£25.50
£20.00	£30.00
£20.00	£50.00
£20.00	£33.00
£15.00	£30.00
£18.50	£40.00
£20.00 - £25.00	£42.00
£21.00	£38.00
£18.00	£20.00
£10.00	£18.50 (visitor)
£20.00	£35.00
£15.00 (Fridays £15.00)	£26.00 (Friday £29.00)
£15.00	£35.00
£15.00	£40.00
£28.00	£80.00
£20.00	£35.00
£23.00	£58.00
£17.00	£28.00
£25.00	£25.00
£20.00	£35.00
£1.50 and £3.00 less	£9.00 9 holes, £16.00 18 holes
£20.00	£35.00
£20.00	£40.00
£19.00	£35.00
£25.00 - £35.00	£17.50
£12.00	£50.00
£36.00	£20.00 members guest only
£15.00	with £22.50 without £45.00
£32.00, £20.00 after 4pm	

Weekend WITH a member:	Weekend without a member:
£18.00	£50.00
£25.00	£40.00 summer, £40.00 winter
£20.00	£55.00
£20.00	£60.00
£30.00	n/a
£20.00	£55.00
£20.00	£27.00
£20.50	£30.50
£20.00	£30.00
£25.00	£60.00
£21.00	n/a
£15.00	/
£25.00 - £30.00	£50.00
£25.00	no
£25.00	£25.00
£12.50	£22.50 (Visitor)
£26.00	£45.00
£20.00	£36.00
£17.50	£35.00
£15.00	£40.00
£33.00	£125.00
£20.00	£35.00
£23.00	£11.50 9 holes, £20.00 18 holes
£26.00	£50.00
£20.00	£50.00
£20.00	£50.00
£1.50 and £3.00 less	with: £27.50 without: no
£25.00	
£25.00	
£19.00	
£45.00	
£12.00	
£36.00	
£15.00	
£48.00	

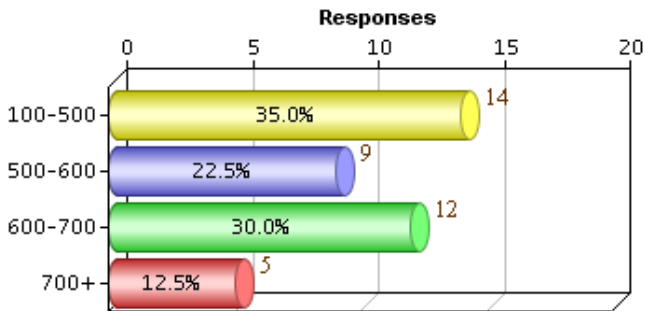
All day usage with a member:	All day usage without a member:
£18.00	£70.00
£20.00	£45.00 summer, £30.00 winter
£20.00	£50.00
£25.00/£40.00	£60.00
£20.00	£50.00
n/a	£50.00 (week days)
£45.00	£30.00
£20.00	£38.00
/	£50.00
£44.00	/
/	N/a
£30.00 - £38.00	£40.00
££21.00/£25.00	£55.00/£60.00
£18.00	£45.00
n/a	n/a
£45.00	£37.00 (visitor)
/	£50.00
£15.00	/
£47.00	£35.00
£23.00	£45.00
£33.00	£110.00
£35.00	£40.00
£32.00	£80.00
£30.00	£50.00
£60.00	£50.00
£30.00	£70.00
limited	with: £45.00 without: £60.00
£50.00	

Please indicate which range your green fees fall into:

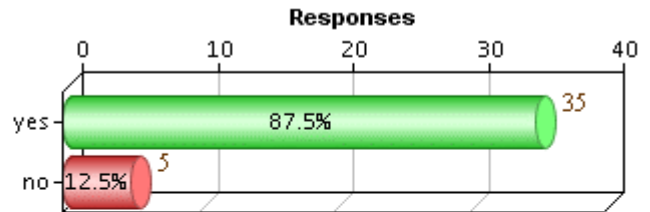


Membership

Please indicate number of PLAYING members:



Would you suggest a MAXIMUM limit of playing members?



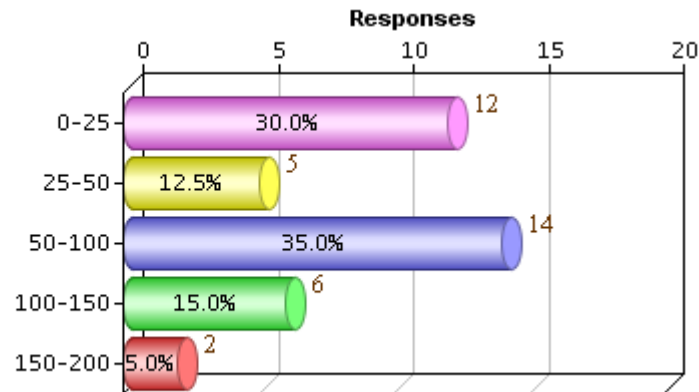
If yes, what would you recommend the maximum playing members limit to be?

- 600
- 480
- depends entirely on activity levels
- currently 378 men, 125 ladies
- 680
- depends entirely on activity levels
- 750
- 750
- 1200 (36 holes)
- 725
- 775 (inc. juniors)
- 600 excl. veterans
- 750
- CIRCA 500 (we have a limit of 450)
- 595
- 320
- 550
- 600
- 500 for this club as we also do a lot of green fee business
- 840
- 500
- as above
- 515 full playing, 100 mid week
- 400
- 400
- 750
- 700
- 650
- 730
- 340
- 650
- 550
- 750
- 650
- 750

Society Rates

Single round of golf + dinner/lunch	36 holes & lunch & Dinner	27 hole packages
£84.00	£90.00	£90.00
£53.50	£66.00	£66.00
£69.50	£79.50	£79.50
£58.00	£85.00	£60.00
£50.00	£70.00	£79.50
£69.50	£79.50	£45.00
£25.00	n/a	£54.00
£31.00 - £39.00	£59.00	£58.00
£54.00	£63.50	£57.00
£46.00	£63.00	£62.00
£41.00 (lunch) £51.00 (dinner)	£67.00	£58.00
£44.00	£58.00	N/A
£36.00 - £42.00	£79.00	£69.25
£60.00	£72.75	£40.00
£45.00	£60.00	£34.00
£40.00	£46.00	£66.00
£35.00	£39.00	£52.00
£30.00	£66.00	£35.00
£50.00	£56.00	£60.00
£35.00	£45.00	£105 +
£25.00	£65.00	£51.60 +
£47.00	£105.00 +	£32 + extra for food
£95.00	£58.00	£54.75
£42.00	£100.00	£30.00 +
£88.00	£51.60 +	£68.00
£44.60 +	£50.00	£70.00
£40.00	£59.75	up to £195.00
£89.75	£34.00 +	£48.00
£24.00 +	£68.00	£90.00
£48.00	£80.00	£60.00
£80.00	£70.00	-
£42.00	£48.00	
£49.00 – £150.00 depends on season	£66.00	
	£100.00	
£28.00	£65.00	
£46.00	£45.00	
£74.00	£80.00	
£48.00		
£17.50 – £22.50 (9 holes)		
£60.00		

Please indicate number of Social members:



Other (please provide information on package and costs)

- £25.00 18 hole and £45.00 27 holes in winter
- Coffee, 18 holes and lunch £38.00
- Breakfast £2.65 +
- Coffee and biscuits, £1.35. coffee and bacon roll, £2.75. lunch £4.75
- 12 holes, lunch + 18 holes, dinner £61.00
- Nov – Feb £37.50. 18 holes, coffee and 2 course meal

Society Income

Annual Surplus/Deficit

Please indicate how much your club earns from society usage:	Amount per annum as disclosed in accounts:
<p>Circa £110,000.00 £40,000.00 £50,000.00 green fees £120,000.00 £50,000.00 green fees £20,296.00 (green fees); £16,718 (food sales) £10,000.00 £100,000.00 golf fees £35,000.00 £23,000.00 £25,000.00 £52,000.00 £80,000.00 would not disclose £3,500.00 (green fees) £50,000.00 falls into green fees & catering so difficult to monitor separately £34,000.00 £600,000.00 £60,000.00 £23,000.00 £22,000.00 £330,000.00 £20,000.00 £38,500.00 £120,000.00 £80,000.00 £8,000.00 £60,000.00 £100,000.00 £350,000.00 £37,500.00 – £10,000.00 £100,000.00+</p>	<p>Break even £8,000.00 surplus £70,000.00 2005 (exceptional) £40,000.00 surplus £23,500.00 (surplus) £70,000.00 2005 (exceptional) £7,000.00 £30,000.00 £35,000.00 estimated for 05/06 £83,000.00 2005, £46,000.00 2004 +£10,000.00 +£32,736.00 none £15,000.00 £85,000.00 loss (budgeted) 2004-2005, £90,000.00 surplus (2003-2004) £15,000.00 would not disclose £6,300.00 surplus lost £13,000.00 £88,000.00 £23,796.00 surplus before Depreciation of £74,000.00 £164,204.00 £20,000.00 £55,500.00 £6,650.00 £11,400.00 (£20,264.00) 15% - 20% of turnover as a proprietary club (£8,500.00) (£15,000.00) £58,000.00 n/a part of hotel undertaking £1,500.00+ £2,000.00 surplus £46,000.00 deficit £4,000.00 deficit £50,000.00 deficit due to expansion in last 2-3 years £40,000.00 surplus</p>

Room Hire

For members only:	For members or member's sponsored events:	For non-members:
£50.00 – £235.00	£150.00 - £800.00	£2.00
0	£2.00	£5.00 per head (cap at £350.00)
nil	£2.00 per head	£200.00
£100.00	£100.00	£250.00
nil	nil	£1.50 per head
£1.50 per head	£50.00	£100.00
0	0	£54.00
0	£200.00	with dance floor £160.00
depends how big an area is used	n/a	n/a
£50.00	nil	n/a
nil	£150.00	n/a
£150.00	£35.00 per head +VAT per room	£250.00
do not have room hire	free	£2.00 per head
free	none	£300.00
£2.00 per head	£300.00	£100.00
£300.00	0	£250.00 - £2,700.00
0	£150.00 + VAT	minimal
0	0	£3.00 per head
£200.00	£3.00 per head	£25.00 per hour
£3.00 per head	£75.00	£200.00 - £400.00
free	free	£250.00 - £4,000.00
£100.00 - £200.00	£100.00 - £200.00	£4.00 ea to £400.00 max
£250.00 – £4,000.00	complimentary	£50.00 - £100.00
£100.00	£100.00	£5.00 per head
£3.00 ea to £300.00 max	£4.00 ea to £3,400.00 max	
no cost	no cost	
£50.00	£50.00 - £75.00	
-	£4.00 per head	

Using a price per head cost system: (answer in £ per head)	Using a percentage of catering costs: (answer in %)
£2.00 - £5.00	15%
£1.50 per head	15%
£1.00	n/a
no	no
/	7.5%
n/a	-
no	
£2.00	
£3.00 or £4.00	
-	

Other system (please provide details)

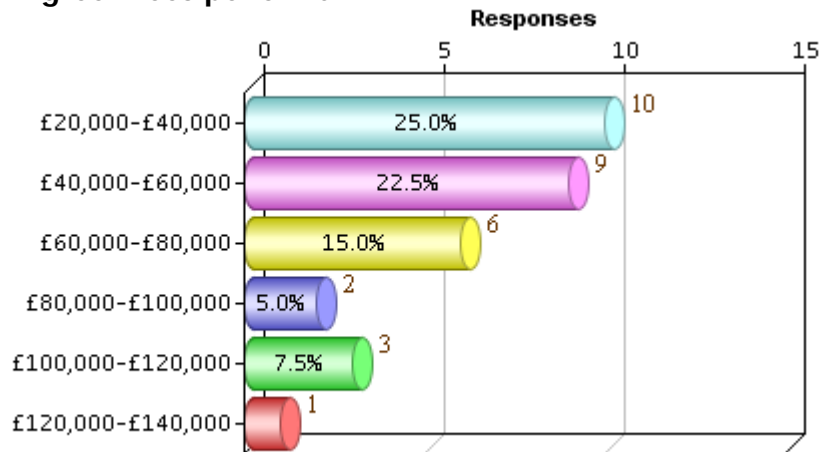
- More to cover music license
- Included in food price, various according to requirements

Any other comments?

- Dance floor £140.00
- £2.00 is basic cost per head, rising to £5.00 for bar extension and extra staff, disco etc.
- Caterer charges @ her costs. For all member events a nominal charge might be made say £20.00 lot.
- Facility charge depends on bar usage. If bar and catering revenue is likely to be good, there is no charge except for any extra staffing costs which are passed direct to the customer.
- Our non-playing section relates to the 'Social' members section - not open to new members
- There are a variety of rooms for meetings as well as functions/weddings. Hence a variation in cost
- We rely on bar profit as we find a hire charge can turn customers away
- If clubhouse hired for a wedding, £2,000.00. Hired for a dinner/dance £600.00
- Weddings etc between £750.00 - £1,000.00 per event.

Green Fee Income

Income from green fees per annum:

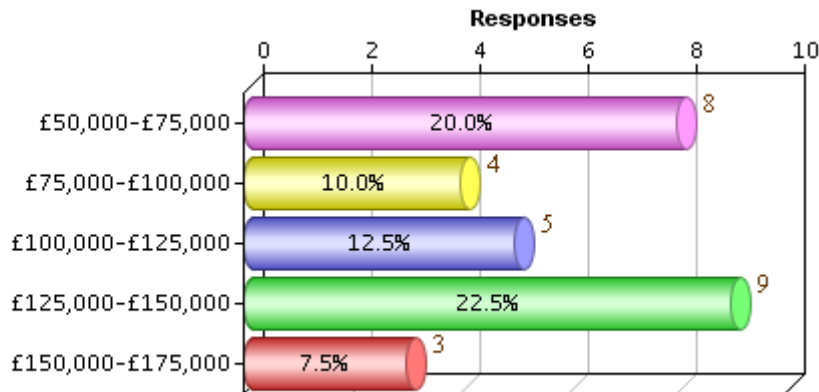


If greater please specify:

- Includes Society fees
- Includes society fees
- £150,000.00 (£50,000.00 casual, £100,000.00 Society)
- £12,000.00 (if less than £20,000)
- £150.00 +
- £240,000.00
- £424,000.00
- £290,000.00
- £190,000.00
- £490,000.00

Bar Revenue

Please indicate annual amount of revenue from bar usage:

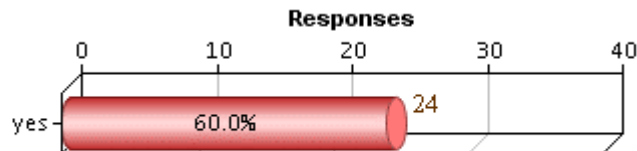


If greater than £175,000 please specify

- Profit/ turnover £100,000.00
- Above is gross profit
- £40,000.00 (less than £50,000.00)
- £220,000.00 (post 30% discount given to members on bar cards)
- £37,000.00 (if less than £50,000.00)
- This is franchised
- £190,000.00
- Sales £126,000.00
- £468,000.00
- £230,000.00
- N/a much of bar revenue is from hotel delegates rather than from golf members
- £263,000.00
- £200,000.00

Catering Revenue

Franchise caterers



Own catering facilities (answer in pounds)

- £70,000.00
- £200,000.00
- £201,000.00
- £200,000.00
- £100,000.00 (£44,000.00 GP)
- £125,000.00
- £150+
- £200,000.00
- £786,000.00
- £231,000.00
- £25,000.00 +
- £138,000.00
- £141,000.00
- £226,000.00
- £75,000.00 approx

Staffing Numbers

Bar staff	Catering Staff	Golf Course Staff	House Staff/ Cleaners etc	Administration Staff
7	(Franchise 12)	7	5	2
2	4 (9 part time)	6	1	2
2	3.5	7	contract	3
2.5	franchise	7	6	4
2 full time + 3 part time	10	6	contract	2
2 + casual	2	7 FT & 1 PT	1	3
10	FRANCHISE	6	1	3
4	3	5	4	4
3	1ft + 5 pt	6	2	3
2FT AND 10PT	2	14	2	3
3	10	6	2	2
1ft + 4pt	franchise	6	4	4
3	1(plus casuals)	5	2	1
4FT 2PT	3	5	n/a	2FT 1PT
4	0	6FT	f	2
3	3FT	7	1	3
2(plus casuals)	0	6	1	2
7	17	2	2	2
0	6	6	2	2
3 FT 4PT	2	7	2FT	5FT
4	2	6FT	1	2
2 F/T	6	5	2 (cleaners)	3
8	1	6	12	11
2-4	franchise	20	contract	3
5	1 + up to 4 part time	6	2	4
2 plus 6 casuals	time	8	2	2
1 full time, 2 part time	2 full time, 2 part time	6	1	1
4	-	3	3	3
2		7	2 + 3 family partners	1
7		2	partners	3
4		7	1	3
5		7	2	3
1		8	contract	13
3 + casuals as required		12	4	1
8		2	3 part time	3
2 + 3 part time		6	1	3
1 full time, 2 part time		9	4	1 + 2 part time
8		7		2
		3 + trainee		5
		8		

Annual VAT Recovery % Course Maintenance £

Annual VAT Recovery Percentage (%):	Course Maintenance Costs: (£)
50%	£95,000.00
46%	£80,000.00
57%	£128,000.00 (£50,000.00 depreciation)
7%	£60,000.00 + cap ex
57%	£81,577.00
nil	£128,000.00 (£50,000.00 depreciation)
100%	£55,750.00
25%	£75,000.00
58%	£100,000.00
9%	£114,000.00
36-38%	£82,000.00
40%	£155,000.00
39%	£50,000.00 - £100,000.00
50%	£130,000.00
52%	£100,000.00
100%	£300,000.00
30%	£15,000.00
30%	£300,000.00
37.5%	£58,000.00
11%	£75,000.00
57%	£51,000.00
34%	£282,000.00
42%	£100,000.00
90%	£66,000.00
100%	£12,900.00
+ 30%	£44,500.00
46%	£53,000.00
27%	£30,000.00 - £35,000.00
8%	£63,000.00
46%	£235,850.00
	£120,000.00
	£100,000.00
	£42,000.00
	£138,990.00
	£170,000.00
	£80,000.00
	£50,000.00
	£130,000.00

For Future Surveys

Please indicate any other items that would in your opinion be usefully included in future surveys:

- Rateable value and rate costs sale price of beer, wine? Members bar discount pro's retainer gross % profit on bar.
- Rates - electric and gas; selling of hardware (i.e. clubs) in pro-shop - yes or no; is it worth it in terms of profit (interest); security; impact of VAT proprietary v members club; can everyone stop assuming that all golf clubs are members clubs!
- Are other clubs guided by BIGGA when fixing green staff salaries clubhouse maintenance fees a guide to what other clubs give as the professionals' retainer?
- Salaries and wages admin, house and course; total income and total expenditure; is business growing standing still or reducing; is club a private members club or propriety; rent.
- Looking at 5 day and 7 day membership charges & numbers looking at numbers and charges of lady members.
- Utility costs and insurance.
- Green fee is less that £20.00.
- Insurance and rates.

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