

Proprietary and
Members Clubs
from across the
Home Counties
& London

Golf Club Survey Report 2009



Your first port of call
for personal and
business advice

Contents	Page
Summary: Golf Club Survey Report 2009	1
Proprietary Clubs Report 2009	2 - 15
Commentary: The Results	2 - 4
Proprietary Clubs: Graphs & Tables	5 - 15
Members Clubs Report 2009	16 - 40
Commentary: The Results	16 - 19
Members Clubs: Graphs & Tables	20 - 40
Conclusions	41
How the 2007 report has been used by both Proprietary & Members Clubs	41
Future Trends and Recommendations	41

The Golf Club Survey Report covers the following key areas within both Proprietary and Members Clubs:

- Turnover
- Driving Ranges
- PGA Professionals
- Playing Members
- Social Members
- Membership Breakdown
- Subscriptions
- Entrance Fees
- Green Fees
- Society Costs
- Society Income
- Bar Revenue & Activity
- Staffing Numbers
- Surplus/Deficit
- VAT Recovery
- Utility Costs
- Growth

Summary: Golf Club Survey Report 2009

Welcome to the 2009 Hillier Hopkins LLP Golf Survey Report for Members and Proprietary Clubs. Thank you to those that responded to the 2007 survey and for your recommendations for questions to be included this time round.

This year, following requests from several clubs, we have split the results by club type. The results from Proprietary and Members Clubs have been analysed separately enabling clubs to compare like for like.

Overall the figures show that most Clubs are in a remarkably satisfactory position with results that are better than we anticipated in the current climate, however, in most cases the data is based on last years figures so this may be slightly misleading. Recent reviews at various Clubs have indicated that their situation is gradually changing with current trends showing that more members are switching from playing to social categories, lower society numbers, shorter waiting lists and lower income from bar and catering activities.

There is increasing evidence to suggest that the impact of the recession is hitting Clubs relatively late as many members have continued to renew their memberships, despite worries regarding job losses and the economy as a whole. It is anticipated that a significant further deterioration is likely to show up at subscription renewal time later in this year and into 2010. We therefore anticipate that 2010 could be a very difficult year for Golf Clubs unless they adapt to the above trends.

It is pleasing to note that our past surveys have been used consistently across all Clubs to provide information to the board, to assist in making strategic decisions, for benchmarking purposes, and also as a source of information.

We are very grateful to all the Clubs that have taken part in this survey which, without their participation, would not be possible. Thank you for your time and effort in responding to our enquiries. We hope that the survey continues to be of interest and use in your Club activities.

Robert Twytle
Principal

Proprietary Clubs Report 2009

Commentary: The Results

The Club

Out of the 10 Proprietary Clubs that responded, two were 9-hole and eight were 18-hole clubs.

Turnover

The two 9-hole clubs reported the same turnover level of £400,000 whilst the 18-hole clubs reported turnover levels ranging from £600,000 - £1.5 million.

Driving Ranges & Academy Areas

70% of Clubs that responded reported driving ranges which had generated significant levels of income. Most Clubs have more than enough space to provide this facility and clearly this can be a useful way of increasing income.

Only two clubs reported having an academy area but unfortunately income levels were not reported.

PGA Professionals

Some Proprietary Clubs do not have a PGA professional compared to nearly all Members Clubs that do. Of those Proprietary Clubs that do have one, most pay a retainer or provide free premises as part of their package. It is interesting to note that Proprietary Clubs appear to pay less commission to their professionals, if at all, with only 30% doing so in comparison to more than 75% in Members Clubs. Also, the percentage level of commission paid was reported as between 2% and 5%, half that of commission rates at Members Clubs.

Listed below are the range of duties that PGA professionals are expected to perform for their club, as reported by respondents:

- Manage all golf start times, competitions & chair committee meetings. Liaise with catering.
- Stock the shop, equipment repairs, lessons, prepare major event scorecards, collect green & buggy fees, and marshal the course.
- Answer phone, take tee bookings, and supply golfing kit.
- Pro is Director of company.
- Management of retail shop and head professional.
- Run competitions, Handicaps.
- Run shop on behalf of Club, includes collection of green fees, run range, all competition admin.
- Provide tuition for new and existing members. Give advice and encouragement to all golfers using the facilities. General PR.
- Teaching and PR.
- On payroll.

Playing Members

60% of Clubs reported playing numbers within the 100-500 bracket, 30% in the 500-600 bracket with the balance reporting higher numbers. 80% of the responding clubs agreed that having a maximum limit of playing members was important with 44% recommending 500-600 as the maximum limit. Whilst a number of Clubs suggested that there should be a higher maximum number of players, our view is that around 600 players is a good target for most clubs.

Social Members

All the Clubs reported having social membership, although 60% had less than 25 members compared to 30% reporting 50-100 members. Only 10% reported 25-50 members. Whilst the location of the club can have an influence over the number of social members, we believe that encouraging social membership is a good way of increasing revenue for all Clubs.

Membership Breakdown

In this survey we asked for a breakdown of membership by age and by playing group. The survey has revealed that for most Proprietary Clubs almost 60% of members are over the age of 50. Whether this reflects member's ability to afford to play golf or not is questionable as a similar split was also found in Members Clubs. It is interesting to note that in the 35-50 age group Proprietary Clubs do better than Members Clubs and these represent the next largest group for Proprietary Clubs being 28% of members. In the Junior age group, classed as members up to the age of 20, this only represents 7% for Proprietary Clubs and it is Members Clubs that do better (11%). This is probably because Members Clubs will attract the junior members from the children of its older playing members, which is less common in Proprietary Clubs.

The number of Gentlemen players is almost identical between Members Clubs and Proprietary Clubs at 75% of membership, however, there are more ladies playing in Proprietary Clubs at 19% compared to 16% at Members Clubs. This is probably because Lady players need to be more flexible with their time and very often the arrangements for play by Lady Members of Proprietary Clubs are much more flexible than in a Members Clubs. Overall Proprietary Clubs tend to have less other restrictions on Lady players and this provides a more attractive package for new players.

Only one club reported having a waiting list but in general Proprietary Clubs are open for membership without restriction. This is in contrast to Members Clubs where one third of those surveyed reported they still had a waiting list. However, the length of time a new applicant is on the waiting list has shrunk significantly over recent years to one year or less in most cases.

Subscriptions

Membership fees for Standard Playing Members varied from £500 up to over £1,500 with the majority of Proprietary Clubs averaging out at around £900, which is highly competitive. 43% of the clubs that responded indicated that Social Members fees are less than £50.

Entrance Fees

Out of the Proprietary Clubs surveyed, only one of the Clubs currently has an entrance fee, this being based on age and subscription rates. Several of the Clubs indicated that they would like to introduce an entry fee but felt that this was not practical in the current economic climate. The main factors that would impact on the entry fees were highlighted as staff costs, general running costs, membership levels and market levels, rather than age, demand or location.

Green Fees

Proprietary Clubs all tend to be charging slightly less for their green fees than Members Clubs. It was interesting to note that some of the Proprietary Clubs were achieving over £140,000 in income from green fees, whereas one was achieving less than £40,000. The average appears to be around £100,000 -£110,000 for most Proprietary Clubs.

Society Costs

Society costs appear to be marginally cheaper in Proprietary Clubs than they are in Members Clubs which is what we anticipated. This was with the exception of larger Clubs where, in some cases, the society rates are on par between the two. The dominant factor impacting on the cost of packages appears to be the level of catering supplied.

Society Income

As anticipated, society income for Proprietary Clubs is down in comparison to previous years with a third of the responding Clubs showing income levels of £40,000 - £60,000. The rest of the Clubs have varying income levels with 43% reporting only £10,000 to £40,000. One club bucks the trend with levels of over £120,000.

Bar Revenue and Activity

As in previous surveys this showed wide variations but we can see a correlation between society usage and the number of members and social members in the income levels generated by the bar. Proprietary Clubs seem to perform slightly better than Members Clubs as in our experience they tend to recognise the importance of bar usage as an income stream and offer less discounts. In comparison, Member Clubs often view the bar as a service to members.

In the survey 50% of Clubs reported income levels ranging from £100,000 - £200,000 from the bar during the year. In our experience it is likely to be uneconomical to run a bar much less than £100,000 turnover, bearing in mind the cost of staffing but there were 25% of Clubs reporting incomes of £50,000 - £100,000.

Some Clubs have achieved gross margins of around 65% in the current year, so they have clearly sought to try and generate additional income from this source. It is interesting to note that there are still some Members Clubs where the margins are less than 50%.

Staffing Numbers

As in previous surveys, these seem to vary significantly. Other than the relative size of the clubs there doesn't appear to be any specific correlation between the numbers of staff being higher or lower between Proprietary and Members Clubs. Very often Members Clubs seem to have less admin staff but this is perhaps an indication that there is some level of input from members in those Clubs.

Surplus/Deficit

In Proprietary Clubs, the highest surplus figure was £45,000 with a highest deficit of £60,000. These figures indicate that they do not appear to be particularly profitable operations unless the owners have been taking substantial dividends or remuneration and the figures reflect this. For Members Clubs we saw surpluses of up to £140,000 with over 75% reporting a significant surplus, in line with recommendations of previous surveys.

Annual General Insurance Costs

50% of Clubs that provided figures indicated that costs were under £5,000 per annum.

VAT Recovery

We raised the question regarding VAT recovery rates and four Clubs reported from the Proprietary sector. This was a surprise as this question was directed mainly at Members Clubs. In most cases, we would anticipate recovery of 100% for nearly all Proprietary Clubs and were therefore surprised to see that two Clubs reported a recovery of only 15-30% and one reported 30-45%. These levels are a clear indication that a review is necessary at these Clubs. The situation for Members Clubs was also widely differing, possibly reflecting the different spread of income for those Clubs. However, the percentage recoveries were, in some cases, significantly worse than anticipated.

Utility and Other Costs

You will see from the graphs and tables of results that costs for the different utilities vary dramatically. A lot of these differences will vary based on the size of the Clubs and facilities but clearly there is some discrepancy here which needs considering by Clubs.

Growth

Our survey shows that 50% of Clubs believe they are still growing, with 30% standing still and 20% reducing. All of them are carrying out substantial marketing activities to try and encourage new members and all of them are investing funds in these. The top 3 marketing activities were advertising (90%), special offers (60%), and email campaigns (50%). It is pleasing to note that many Clubs are now looking to invest in the course as much as they are in any other activity, which we believe is the correct place for expenditure to be directed.

Proprietary Clubs: Graphs & Tables

10 Proprietary Clubs took part in the 2009 Golf Survey. The results from these Proprietary clubs only are detailed below.

N.B Not all of the 10 clubs provided answers to all questions.

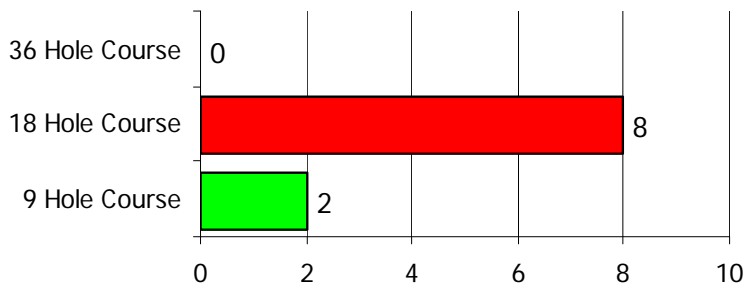
THE CLUB

Total turnover for the club (£):
£400,000
£400,000
£560,000
£600,000
£600,000
£910,000
£1,100,000
£1,233,032
£1,500,000
-

Number of holes
9
9
18
18
18
18
18
18
18
18
18
18

Total number of rounds played annually
35,000
35,000
-
-
-
18,000
34,000
40,000
35,000
-

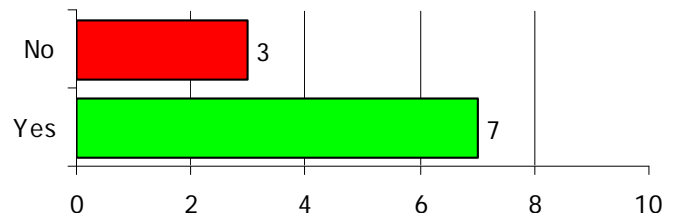
Number of holes on course



Driving range income

Level of income from the driving range (£):
3,194
10,000
12,000
15,000
23,000
50,000

How many clubs have driving ranges

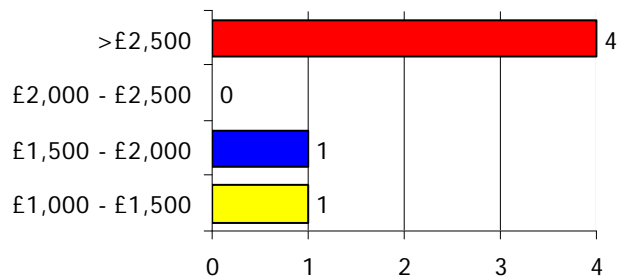


Academy Area

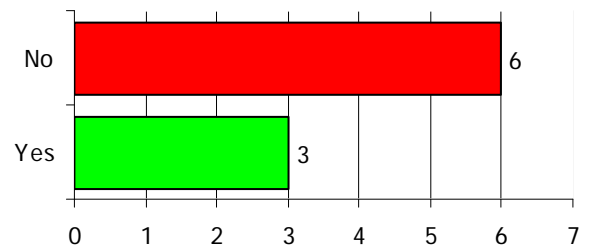
2 clubs reported having an academy area but neither provided income figures.

PGA Professionals

Level of professional retainer



Pay commission

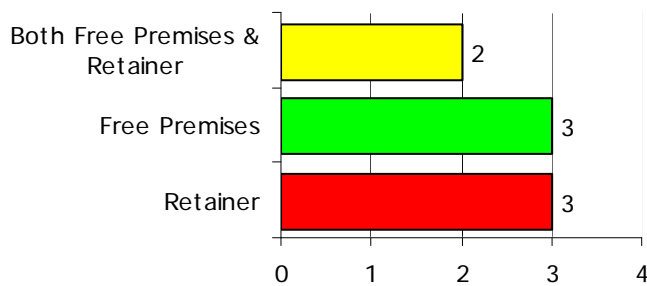


Percentage (%) paid as commission on green fees

2 clubs reported their commission percentages on green fees:

1. 5%
2. 2%

Remuneration for the PGA Professional

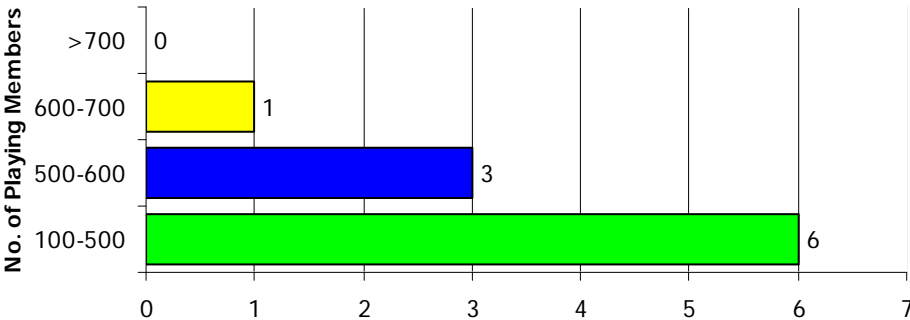


Duties the PGA Professional are expected to perform for the club as reported by respondents.

- Manage all golf start times, competitions & chair committee meetings. Liaise with catering.
- Stock the shop, equipment repairs, lessons, prepare major event scorecards, collect green & buggy fees, marshal the course.
- Answer phone, take tee bookings, supply golfing kit.
- Pro is Director of company.
- Management of retail shop and head professional.
- Run competitions, Handicaps.
- Run shop on behalf of Club, includes collection of green fees, run range, all competition admin.
- Provide tuition for new and existing members. Give advice and encouragement to all golfers using the facilities. General PR.
- Teaching and PR.
- On payroll.

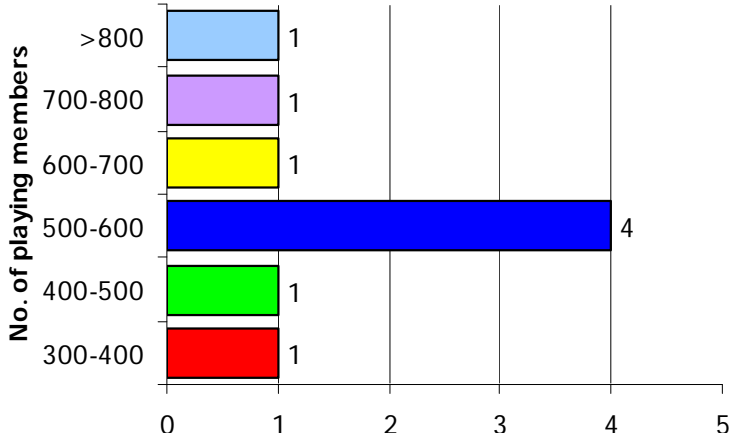
MEMBERSHIP

Number of PLAYING members

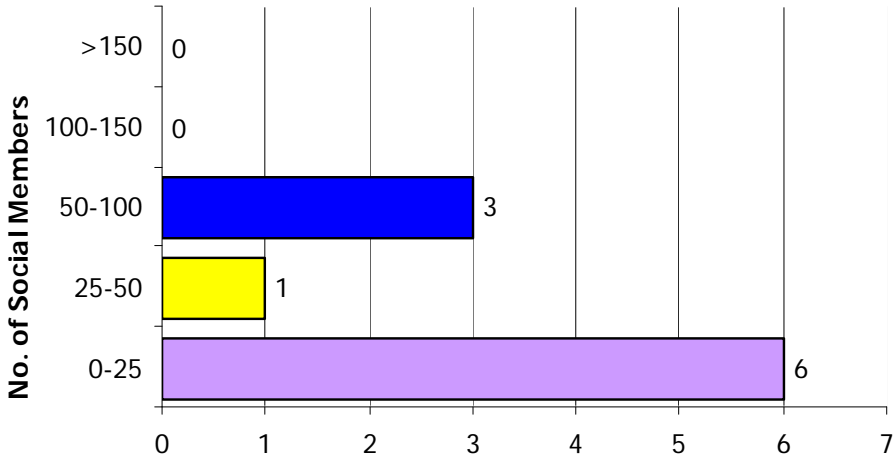


Recommended LIMITS of Playing members

8 out of the 10 responding clubs agreed on having a maximum limit of playing members. Levels suggested and number of clubs choosing that level are shown below.



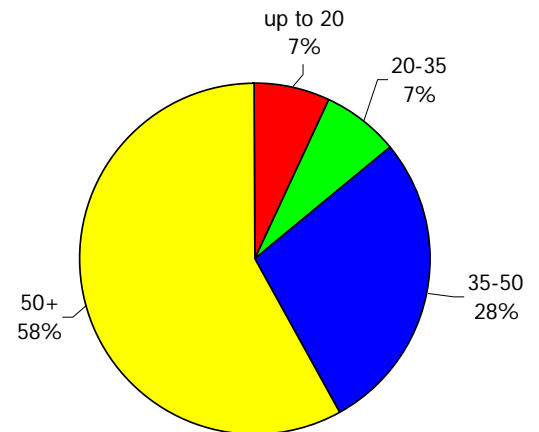
Number of SOCIAL members



MEMBERSHIP BREAKDOWN

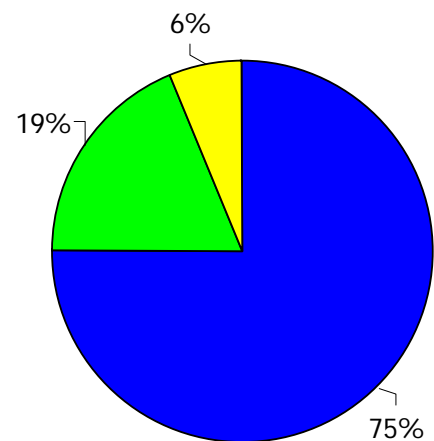
No. of members in AGE BRACKETS

TOTAL members per club	Age Brackets			
	Up to 20	20-35	35-50	50+
100%	0	5%	20%	75%
250	0	50	50	150
275	25	70	80	100
400	24	8	210	158
403	46	17	160	180
405	45	30	120	210
540	30	60	200	250
620	50	20	150	400
622	31	13	64	514
638	36	30	125	447
% of members	7%	7%	28%	58%



No. of members in PLAYER GROUPS

TOTAL members per club	Player Groups		
	Gents	Ladies	Juniors
100%	77%	18%	5%
250	180	70	0
275	209	43	23
399	317	43	39
405	330	40	35
500	366	110	24
519	390	102	27
525	450	30	45
540	400	110	30
622	383	221	18
% of members	75%	19%	6%



Lady Members

Out of the 10 Proprietary Clubs that responded:

1 club reported reduced rates with no restrictions for Lady Members.

1 club reported that Ladies cannot play on Sundays before 11.30am, while Gents cannot play Thursday 8.30am-12.30pm.

Waiting Lists

Only 1 club reported having a waiting list. The list of 40 prospective members will have to wait, on average, over a year for membership. However, another club reported that new members wait 4-6 weeks due to the interview procedure.

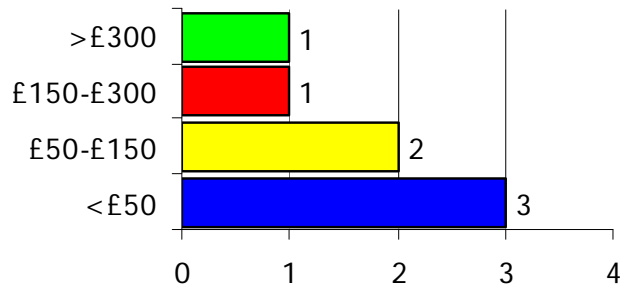
SUBSCRIPTIONS

Levels of Subscription for:

Standard Playing Members



Social Members



JOINING ENTRY FEES

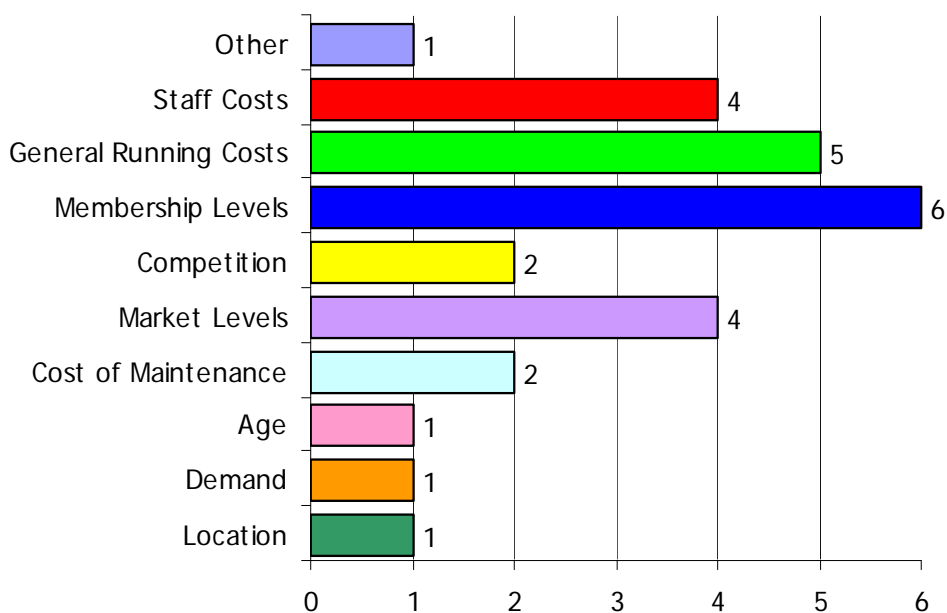
1 club charges an entry fee stating that it is a source of income and generally reflects the amount of "profit" the club makes each year. The entry fee is a fixed fee, based on age and past subscription rates.

1 club has a Debenture system.

1 club was thinking of introducing an entry fee stating that they were nearing full membership numbers.

1 club would like to charge joining fees as they believe it keeps members committed. However, the present economic climate and competition in the area prevents them from doing so at this time.

Factors that do/would impact on the entry fee



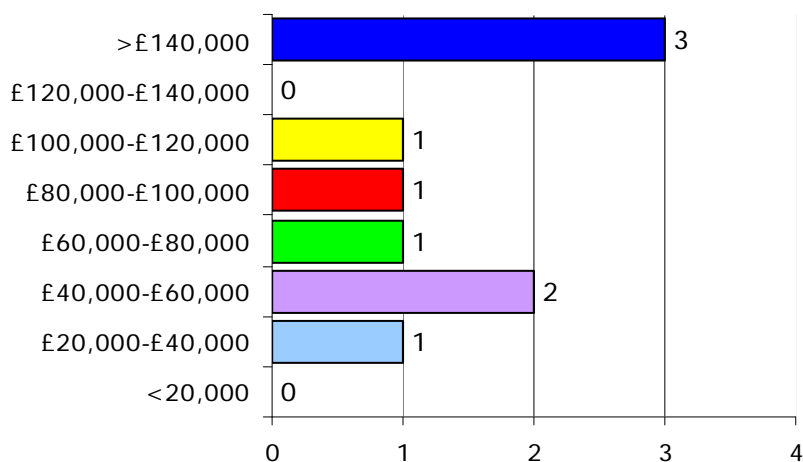
GREEN FEES

Green fees charges both with and without a member (£)

Weekdays WITH	Weekdays WITHOUT	Weekend WITH	Weekend WITHOUT	All Day WITH	All Day WITHOUT
£14	£18	£18	£24	-	-
£15	£20	£19	£25	-	-
£12	£18	£14	£23	N/A	N/A
£30	N/A	£45	N/A	-	N/A
£25	£60	£36	-	-	-
£18.50	£27.50	£20.50	£30.50	N/A	N/A
£10 - 9 holes £18 - 18 holes	£10 - 9 holes £18 - 18 holes	£13 - 9 holes £24 - 18 holes	£13 - 9 holes £24 - 18 holes	-	-
£18	£26	£25	£35	£40	£50
£15	£25	£20	£35	-	-
£22.50	£40	£22.50	£50	£22.50	£45-£50

Range your green fees fall into: 3 responses - <£20, £20-£30, and £40-£50

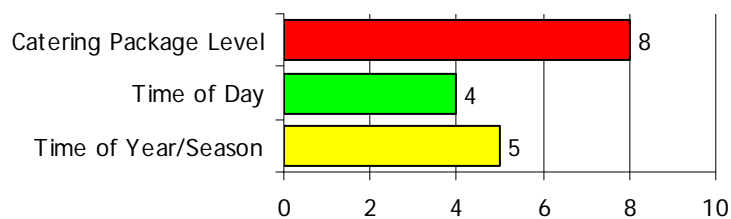
Levels of INCOME from green fees per annum



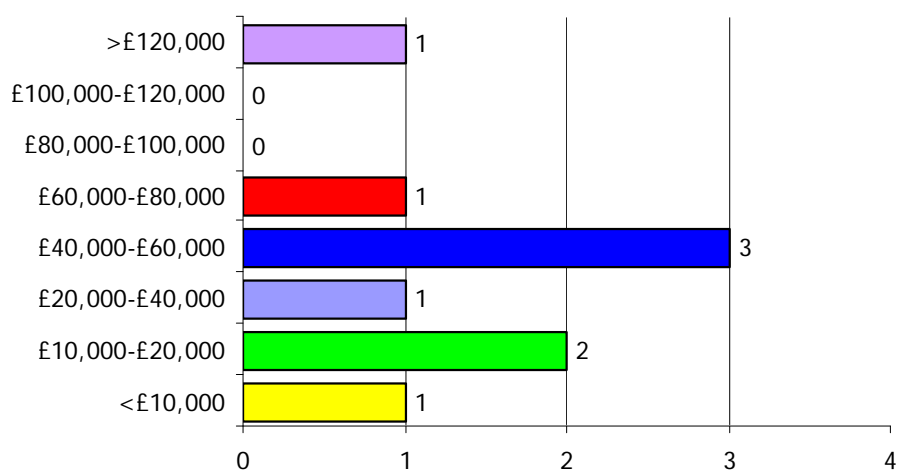
SOCIETY RATES

9-hole packages	18-hole packages	27-hole packages	36-hole packages	Other Packages
£24.50	£32	-	-	-
£18	£25	£46	£55	-
£15	£23	£35	£45	-
-	-	-	-	-
-	£65.75	£80.00	£85.00	-
-	£44 C&B rolls, golf +3 course lunch/dinner	£58 C&B, golf, 1 course lunch, 3 course dinner	£64 C&B, golf, 1 course lunch, 3 course dinner	-
£9.00	£18.00	-	-	All + food (separate company)
-	£40	£52	£60	-
-	From £25	From £40	From £45	-
-	£57.50	£69	£69	2 course dinner 1 course lunch

Factors that impact on the PACKAGES offered by clubs



How much clubs earn from SOCIETY usage



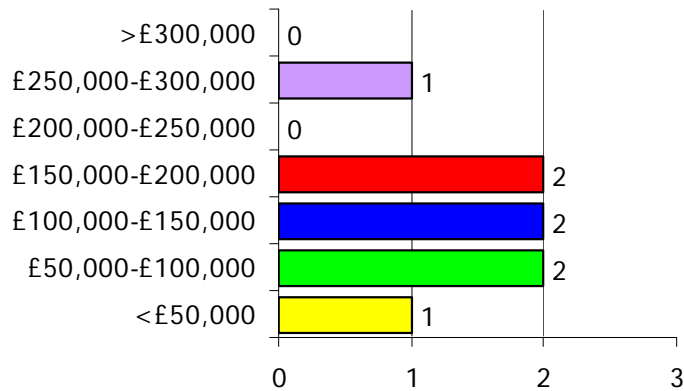
FACILITIES

Room/Facilities Hire: Policies operated by the clubs

Members only cost	Members or member sponsored events cost	Non-members cost	Using a price per head cost system (£ per/head)	Franchise catering cost
-	-	25.00/hr	-	-
-	-	-	-	-
150	-	295	-	-
-	-	-	-	-
-	-	-	-	-
None	None	£250 room hire and catering	-	-
-	-	£100 - £300 flexible sizes	-	By arrangement
0	0	150	39	No
0	0	To £1,000	From £10	In house
-	-	-	-	-
-	-	-	£2 - £4	-

Bar Revenue & Activity

Annual amount of revenue from bar usage



Gross Margin	Profit Margin	Rateable Value	Rate Cost
£110,000	-	£48,500	£27,500
45%	-	£40,000	-
£130,000	65%	£33,000	£15,000
-	-	-	-
-	-	-	-
65.2%	£81,500	£48,000	£35,000
-	-	-	-
£150,000	65%	-	£48,000
44%	-£5,000	£80,000	£38,800

The Club House

Club Maintenance costs

Only 1 club provided figures for this question - £19,500.

Wages levels for club house staff - 4 responses

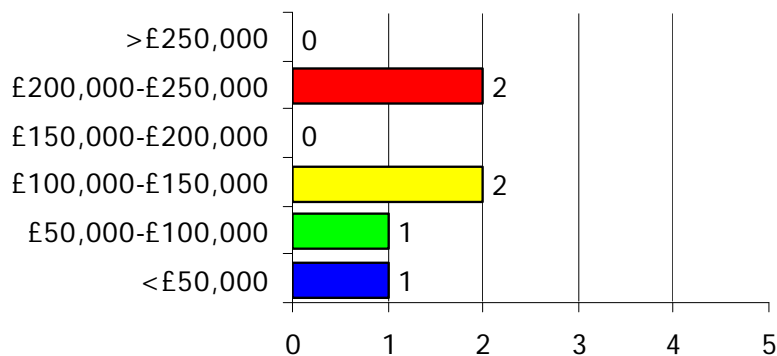
1. £30,000
2. £111,546
3. £120,000 (including all F&B staff) and £13,000 for contract cleaners
4. £175,000

Catering Revenue

Franchise Caterers

Out of the 8 clubs that responded to the question, only 1 had Franchise caterers.

Level of Revenue from Own Catering



Staffing Numbers

BAR STAFF		
Full Time	Part Time	Casual
1	1	2
3	3	-
2	-	3
-	-	-
4	3	3
2	4	-
-	4	-
4	10	-
1	2	1
3	-	-

CATERING STAFF		
Full Time	Part Time	Casual
2	-	1
3	3	-
1	1	2
-	-	-
4	1	-
2	-	-
1	1	-
3	2	-
2	5	2
3	-	-

GOLF COURSE STAFF		
Full Time	Part Time	Casual
4	-	-
6	-	-
2	1	1
-	-	-
8	-	-
5	1	-
4	3	-
5	1	-
6	-	1
6	-	-

HOUSE STAFF/CLEANERS		
Full Time	Part Time	Casual
-	1	-
1	-	-
0	0	-
-	-	-
2	2	-
-	2	-
-	2	-
1	-	-
1	-	-
2	1	-

ADMINISTRATION STAFF		
Full Time	Part Time	Casual
1	1	-
2.5	-	-
-	1	-
-	-	-
4	1	-
3	-	-
1	1	-
3	-	-
1	2	-
3	-	-

Utility Costs

Electricity Costs	Gas Costs	Water Costs
£18,000	-	£4,500
£14,000	-	£8,000
£5,000	£4,000	£500
£13,000	£8,000	£1,500
£15,000	£5,000	£2,000
£29,000	£13,000	£4,000

Course Maintenance & Wages

Course maintenance costs (Excl. Depreciation & Wages)
£25,000
£30,000
£42,000
£60,000
£65,000
£75,000
£78,000
£90,000

Course wages costs
£40,000
£60,000
£64,000
£100,812
£150,000
£110,000
£132,000
£170,000

GENERAL

VAT Recovery Percentage

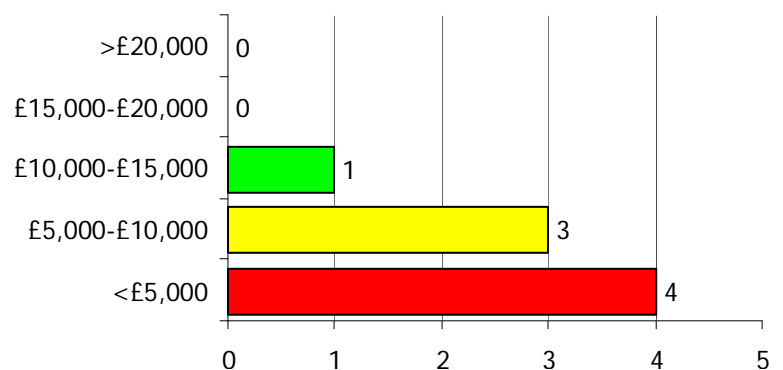
4 clubs reported on their VAT recovery rates.

2 clubs reported a recovery rate of 15-30%. 1 club reported 30-45%. 1 club reported 100% VAT recovery.

Annual Surplus/Deficit

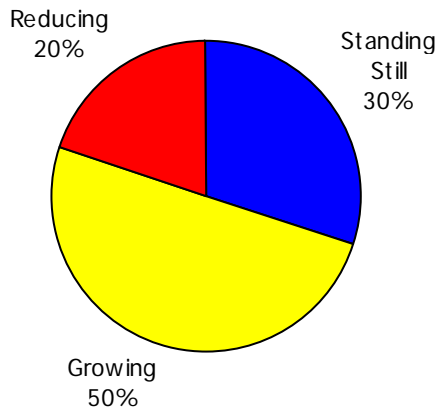
Surplus	Deficit	Breakeven
£3,881	-	-
-	-	yes
-	£10,000	-
£45,000	-	-
-	£60,000	-
-	£2,500	-

Annual GENERAL INSURANCE costs

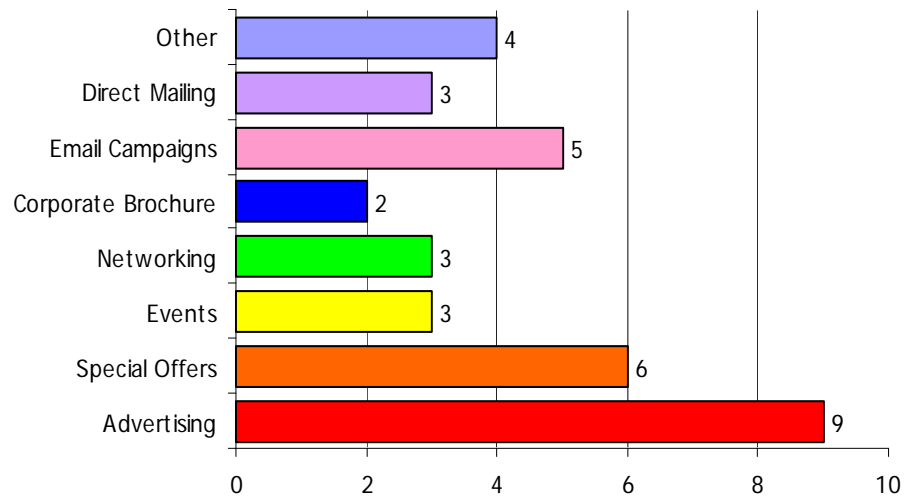


BUSINESS DEVELOPMENT

Business Position at Present

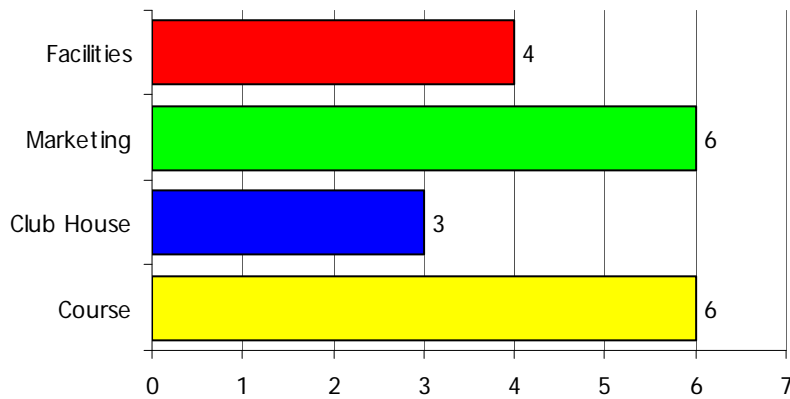


Marketing/recruitment of New Members



Other = Website, Local Newspapers, Referral Schemes, existing members.

Areas Where Clubs are Looking to Invest



Members Clubs Report 2009

Commentary: The Results

The Club

Out of the 31 Members Clubs that responded two were 9-hole, 28 were 18-hole, and one was a 36-hole club.

Turnover

The two 9-hole clubs reported turnovers of approximately £300,000. The 18-hole clubs reported turnovers from £450,000 to £1.34 million. The 36-hole club achieved a turnover of £3.75 million.

Driving Ranges & Academy Areas

Only 7 Clubs reported having a driving range and of these only 2 reported any income, £3,000 and £10,000. Most Clubs have more than enough space to provide this facility and clearly this can be a useful way of increasing income. In some Proprietary Clubs income from this source exceeds £10,000 per annum.

Nine Clubs reported having an Academy Area with all reporting that they either received no income from the area or that any income was paid to the professional. Most feel that this forms part of the benefits of membership and, in a time when attracting new members is challenging, is regarded as a significant extra attraction to new members.

PGA Professionals

Most Clubs have a PGA Professional with 86% indicating a retainer level of over £2,500 per month. The majority include both free premises and a retainer as part of their Professionals remuneration package.

It is interesting to note that more than 75% of Members Clubs pay commission to their professionals compared to only 30% of Proprietary Clubs. In addition the percentage commission paid by Members Clubs are almost twice those of Proprietary Clubs with 58% paying 10% commission. This may reflect additional services that are expected from the Professional in Members Clubs as shown in the survey.

Listed below is the range of duties that PGA Professionals are expected to perform for their club, as reported by respondents (a full list is given in the Graphs & Results section):

- Provide fully stocked shop.
- Lessons for members and visitors.
- Manage Club competitions.
- Course management.
- Control of indoor training area.
- Green fee and buggy control.
- Green fee collection.
- Promote membership & record enquiries.
- Attend Committee meetings.
- Rules referee.
- Representing the Club in National and Regional events.
- Ambassadorial positions.
- Pastoral.

Playing Members

35% of Clubs reported playing numbers within the 600-700 bracket. In line with the Proprietary Clubs, approximately 30% of Members Clubs have 500-600 playing members but in contrast, only 26% of Members Clubs have 100-500 playing members compared to 60% of Proprietary Clubs.

81% of the responding clubs agreed on having a maximum limit of playing members. 37% recommended 600-700 as the maximum limit closely followed by 26% recommending 500-600 as the maximum. Our view is that around 600 players is a good target for most clubs.

Social Members

All of the Clubs reported having social membership, although 38% had less than 50 members compared to 10% who had over 150. 29% reported 50-100 and 23% reported 100-150 social members. Whilst the location of the club can have an influence over the number of social members, we believe that encouraging social membership is a good way of increasing revenue for all Clubs.

Membership Breakdown

In this survey we asked for a breakdown of membership by age and by playing group. The survey has revealed that for most Members Clubs more than 60% of members are over the age of 50. Whether this reflects members' ability to afford to play golf or not is questionable as a similar split was also found in Proprietary Clubs. It is interesting to note that in the 35-50 age group, Members Clubs have lower numbers than Proprietary Clubs, 21% and 28% respectively, even though this is the second largest group. In the Junior group, classed as members up to the age of 20, it is Members Clubs that do better with 11%, compared to 7% at Proprietary Clubs. In our experience this is because Members Clubs attract junior members from the children of its older playing members, which is less common in Proprietary Clubs.

The number of Gentlemen players is almost identical between Members Clubs and Proprietary Clubs at 75% of membership, however, there are more Ladies playing in Proprietary Clubs with 19%, compared to 16% at Members Clubs. This is probably because Lady players need to be more flexible with their time and very often the arrangements for play by Lady Members of Proprietary Clubs are much more flexible than in a Club situation. In addition, Proprietary Clubs tend to have less other restrictions for Lady Members and therefore this provides them with a more attractive membership package than perhaps is offered by Members Clubs.

Nine clubs reported having a waiting list but in general many Clubs are open for membership without restriction. This is in contrast to Proprietary where only one of those surveyed reported they still had a waiting list. For most Clubs the waiting time that members spend on the list has shrunk significantly over recent years to one year or less in most cases. There are only two Members Clubs who reported a waiting time of longer than one year.

Subscriptions

Membership fees varied from £500 up to over £1,500 with the majority of Members Clubs averaging out at around £1,100, which is a significant increase when compared to previous surveys. 60% of responding clubs reported subscription levels between £750 and £1,250.

Social subscriptions average at around £100 with 67% reporting a subscription of £50-£150.

Entrance Fees

Out of the Members Clubs surveyed, 80% still currently have an entrance fee with 60% having a fixed fee rather than one based on age or subscription rates. It is surprising that only 5 clubs have linked the level of their fee to the age of their membership which, as shown in the membership statistics, is a problem area for most clubs. All of the clubs that currently do not have an entrance fee indicated that were not thinking of introducing one.

Clubs with an entrance fee considered the main benefit to be the promotion of loyalty and commitment to the club.

Using the list of options given in the survey the Members Clubs indicated that the top factors impacting on entry fees are demand, location, competition, and general running costs with age being the least important.

Green Fees

Members Clubs all tend to be charging slightly more for their green fees than Proprietary Clubs. It was interesting to note that some of the Proprietary Clubs were achieving over £140,000 in green fees with only one achieving less than £40,000, the average being around £100,000 - £110,000.

The income figures for Members Clubs were much lower with 80% reporting income under £80,000 with the biggest proportion, 43%, reporting £40,000 - £60,000. This probably reflects the higher prices and that, in the main, green fees in Members Clubs tend to be from invited guests rather than pay and play arrangements. Very often Members Clubs appear to be actively discouraging non-member usage other than by societies through their pricing policies.

Society Costs

Society costs appear to be marginally cheaper in Proprietary Clubs than they are in Members Clubs which is what we anticipated, with the exception of larger Clubs where in some cases, the society rates are on par between the two. Both the level of catering and the time of year/season have equal impact on packages offered by Clubs.

Society Income

For Members Clubs, this is down in comparison to previous years and this is what was anticipated with all Clubs income being at similar levels. 31% of Clubs have indicated income levels of £20,000 - £40,000.

Bar Revenue and Activity

As in previous surveys, this showed wide variations but we can see a correlation between society usage and the number of members and social members in the level of income generated by the bar. Proprietary Clubs seem to perform slightly better than Members Clubs as in our experience they tend to recognise the importance of bar usage as an income stream and offer less discounts. In comparison, Members Clubs often view the bar as a service to Members.

80% of Clubs achieved bar income in the range from £100k-£200k during the year. In our experience it is unlikely to be economical to run a bar much less than £100k turnover, bearing in mind the cost of staffing. Some Clubs have seen their gross margins at 58% in the current year, so they have clearly sought to try and generate additional income from this source. It is interesting to note that in some Proprietary Clubs margins are nearer to 65%.

Staffing Numbers

As in previous surveys, these seem to vary dramatically. However, other than the relative size of the clubs there doesn't appear to be any specific correlation between the numbers of staff being higher or lower between Proprietary and Members Clubs. Very often Members Clubs seem to have less admin staff but this is perhaps an indication that there is some level of input from members in those Clubs.

Surplus/Deficit

In Members Clubs, the highest surplus was £140,000 and the highest deficit £26,000 with over 75% reporting significant surpluses, in line with recommendations of previous surveys.

Annual General Insurance Costs

55% of Members Clubs indicated that costs were £5,000 - £10,000 per annum.

VAT Recovery

We raised the question regarding VAT recovery rates and there was wide variation in the results as this would only partially be explained by differing income arrangements in the various Clubs. In most cases we would anticipate recovery of 40%+ and therefore were surprised to see that five Clubs reported a recovery of less than 30%. We would recommend a detailed review for these Clubs. 40% reported a recovery rate of 30-45% with 27% recovering 45-60%.

Utility and Other Costs

You will see from the graphs and tables of results that costs for the different utilities vary dramatically. A lot of these differences will arise based on the size of the Clubs and operations but clearly there are some differences here which need considering by Clubs.

Growth

Our survey shows that 42% of Clubs believe they are still growing, with 45% standing still and 13% reducing. All of them are carrying out some marketing activities to try and encourage new members and all of them are investing funds in these. The top marketing activities were networking (60%), advertising (53%), and events and special offers (both 40%).

It is pleasing to note that many Clubs are now looking to invest in the course as much as they are in any other activity, which we believe is the correct place for expenditure to be directed.

Members Clubs: Graphs & Tables

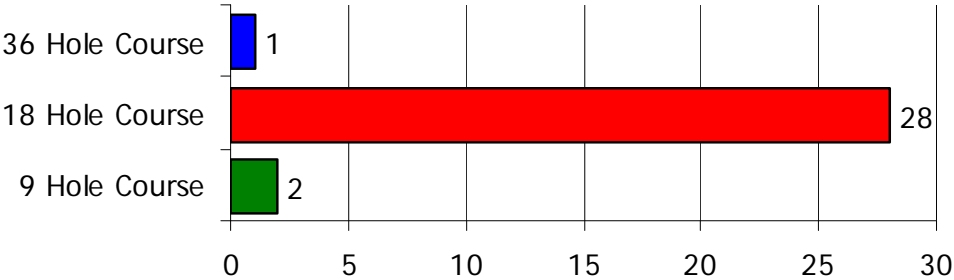
31 Member clubs took part in the 2009 Golf Survey. The results from these Member clubs only are detailed below.

N.B Not all of the 31 clubs provided answers to all questions.

THE CLUB

Total turnover for the club (£):	Number of holes	Total number of rounds played annually
£300,000	9	60,000
£320,000	9	15,000 - 20,000
£450,000	18	25,000
£599,000	18	-
£620,455	18	25,000
£700,000	18	40,000
£725,000	18	20,000
£730,488	18	-
£800,000	18	-
£840,000	18	-
£900,000	18	-
£950,000	18	-
£955,050	18	-
£1,000,000	18	-
£1,000,000	18	-
£1,000,000	18	35,000
£1,100,000	18	-
£1,136,713	18	-
£1,200,000	18	35,000
£1,200,000	18	-
£1,340,000	18	-
£3,750,000	36	35,000
-	18	-
-	18	-
-	18	-
-	18	-
-	18	30,000
-	18	-
-	18	671,000
-	18	-
-	18	-

Number of Holes on Course



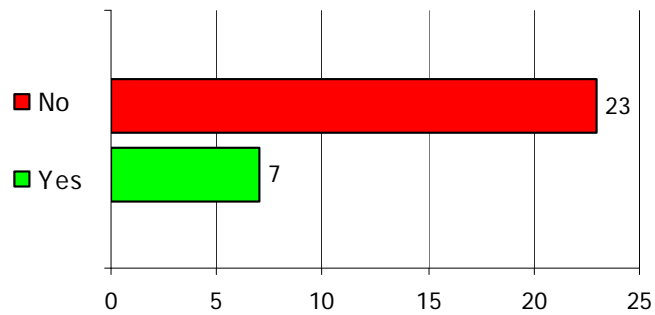
Driving Range Income

Level of income from the driving range (£):

Only 2 clubs provided figures for income from the driving range:

1. £3,000
2. £10,000

How many clubs have driving ranges



Academy Area Income

Level of income from academy area (£):

Nil - free to members & guests

Nil

Included in membership

Nil (run by our professional)

Nil

N/A

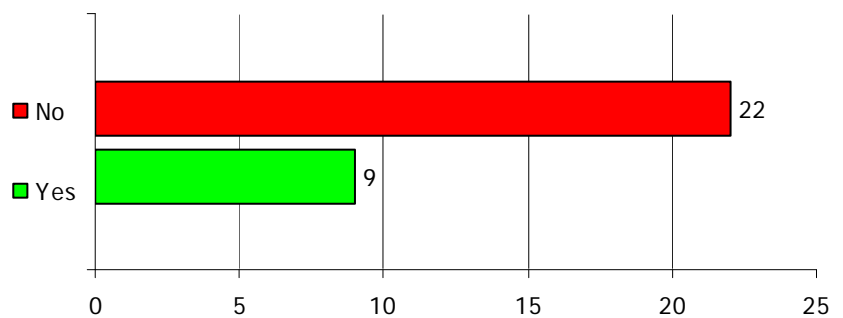
Pro's income

Nil

Nil

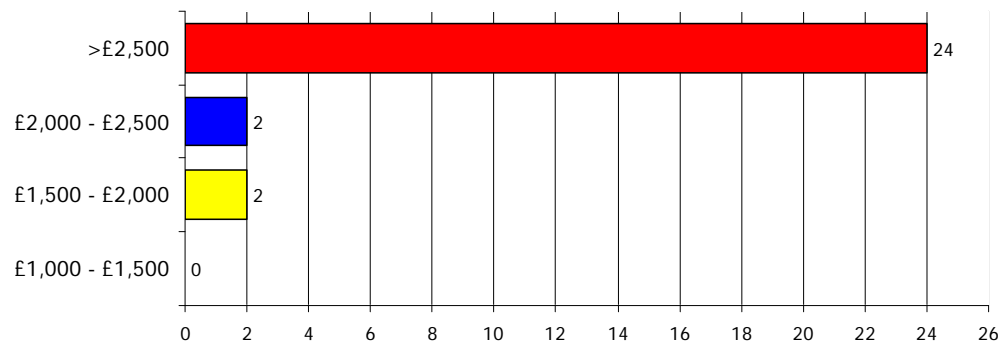
NIL (PRO)

How many clubs have academy areas

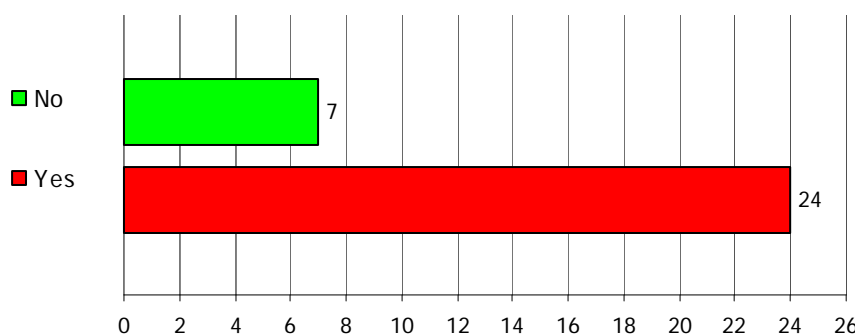


PGA Professionals

Level of Professional retainer



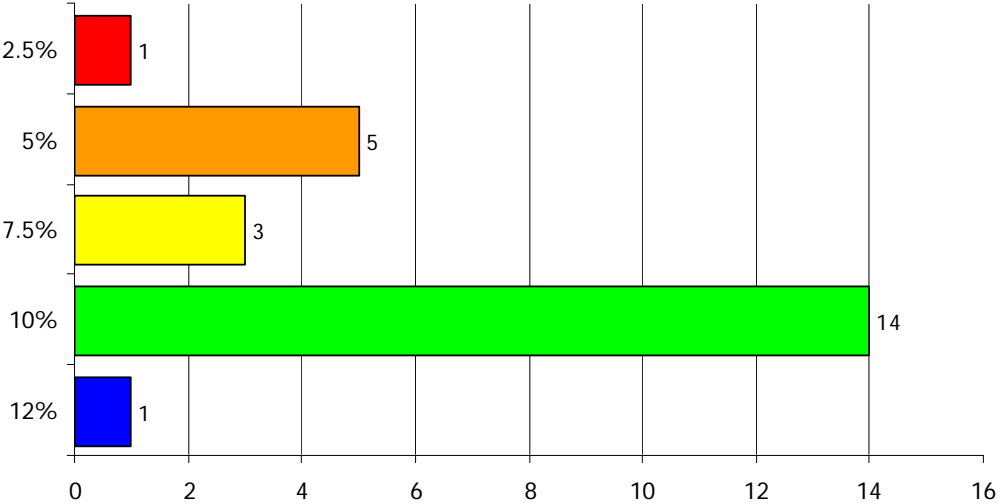
Pay commission on green fees



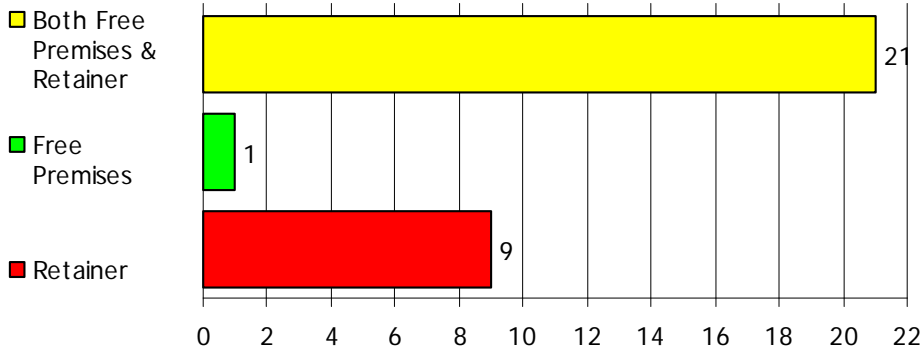
Percentage (%) paid as commission on Green Fees

% Paid as Commission on Green Fees	
12%	1
10%	14
7.5%	3
5%	5
2.5%	1

Graph of percentage (%) paid as commission on Green Fees



Remuneration for the PGA Professional

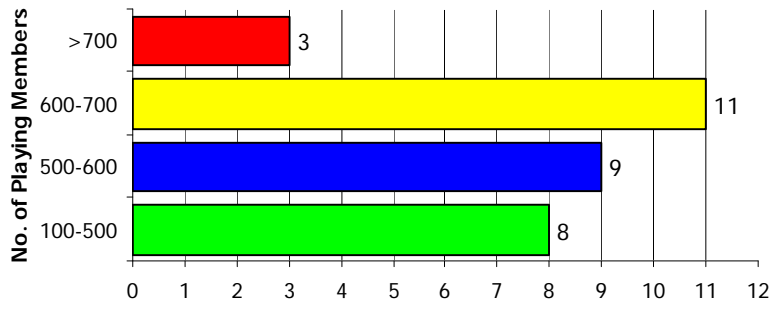


Duties the PGA Professional are expected to perform for the club as reported by respondents.

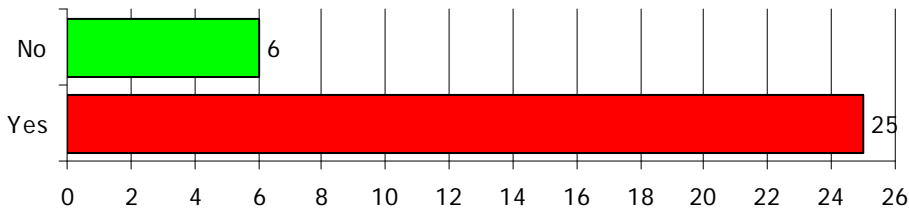
- Provide Fully Stocked Shop. Lessons For Members And Visitors. Manage First Tee And Club Competitions. Provide Input Re: Course Set Up Etc
- Course Management Control Of Indoor Training Area Provide A Shop Facility Green Fee And Buggy Control
- Provide Shop, Lessons And Advice
- Retail Golf Equipment. Provide Tuition. Repairs. Competition Registration. Green Fee Collection. Promote Membership & Record Enquiries. Provide A Buggy For Club Use. Attend Committee Meetings. Monitor And Administer Start Times And Course Usage.
- Tee Bookings, Collect Green Fees, Collect Entry Fees For Competitions And Enter Men's Results On Handicaps Computer
- Operating Shop Collect Green Fees Results Of Competitions
- Introduce New Members. Manage Green Fees And Competition Entries.
- Teaching, Managing Shop, Storing Clubs, Re-Gripping Etc. Taking Green Fee, Running Competitions, Updating Handicap Records And Advising Club Manager.
- Collect Green Fees, Entries For Competitions, Provide Service For Members.
- Retail, Coaching & Competitions
- Collect Competition Entrances Fees. Control Green Fees (Visitors And Managing Guests). Maintain A Well Stocked Pro Shop. Offer Golfing Tuition. Manage Buggy Hire. Starting Of Some Major Club Competitions.
- Collecting Green Fees. Collecting Competition Entry Fees. Monitor Play And Start Times.
- Give Lessons Collect Green Fees & Competition Fees
- Management Of Tee Times, Handicap Inputting
- Competition Entry Fees, Green Fees, Casual Visitor Bookings, Tea Reservation Board, Coaching.
- Provide A Well Stocked Shop. Assist With Competitions And Management Of Tee Times. Provide Lessons.
- The Provision Of All The Normal Services Required Of A Professional Golfer, Which Includes The Provision Of A Well Stocked Shop Of Golfing Equipment, Golf Lessons, Collection Of Visitors Green Fees, Buggy Hire Fees And Competition Entry Fees.
- Collect Green Fees & Competition Entries. Sit On C&G Committee.
- Oversee Golf Operation - All Teaching.
- Teaching - Available To Members For Tuition. Pro Shop - Open 7 Days A Week.
- Manage Shop, Teach, Collect Green Fees, Buggy Fees.
- Shop Operating 7 Days Per Week, 364 Days Per Year, 8am To Dusk. Full Coaching, Repairs, Advice And Help On Committees. Responsible For Green Fee/Buggy Collection And Administration Of Competitions.
- Run Pro Shop Give Lessons Collect Green Fees And Competition Entry Money
- Shop Tuition Help With Competitions
- Process Competitions.
- Coaching / Retail / Competitions Administration / Rules Referee / Equipment Repairs / Representing The Club In National And Regional Events / Ambassadorial Positions / Pastoral.

MEMBERSHIP

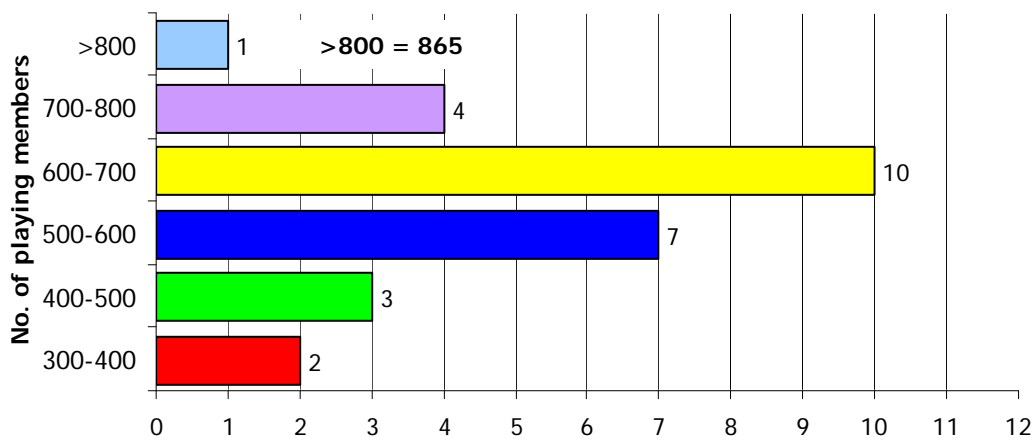
Number of PLAYING Members



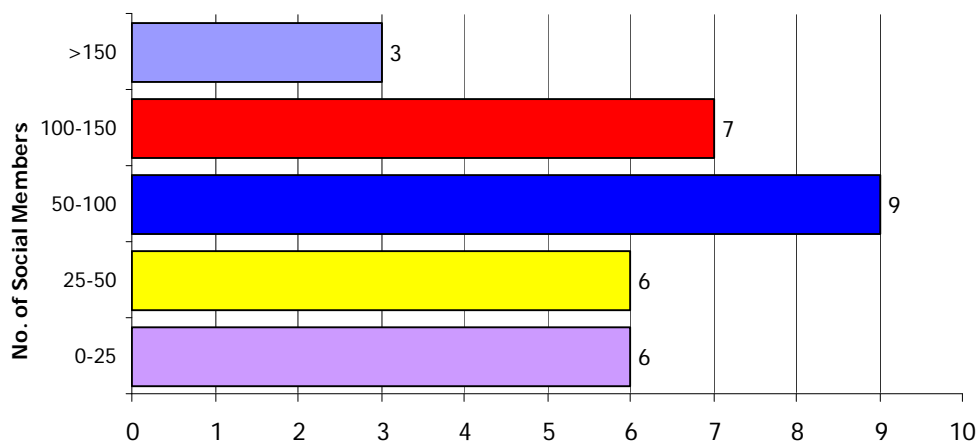
Suggested Maximum LIMIT of Playing Members



Recommended LIMITS of Playing Members



Number of SOCIAL Members

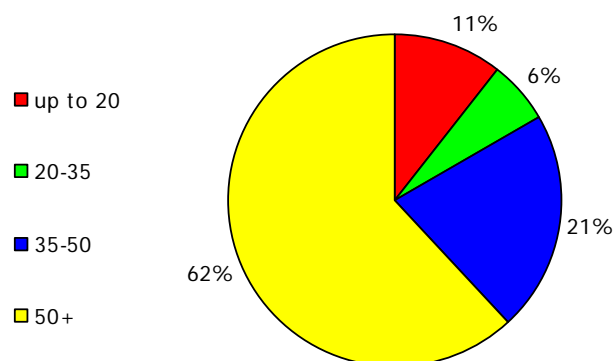


MEMBERSHIP BREAKDOWN

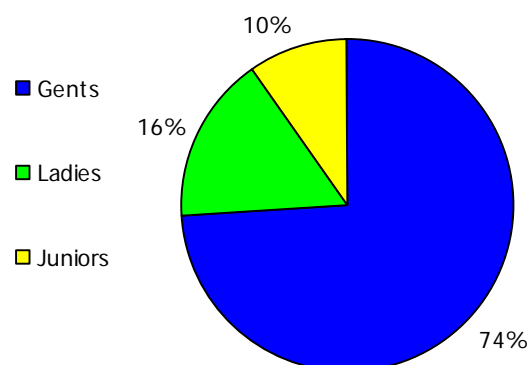
No. of Members in AGE BRACKETS (blanks or incomplete entries have been removed)

TOTAL members per club	Age Brackets			
	Up to 20	20-35	35-50	50+
395	50	10	90	245
617	48	29	122	418
931	90	27	220	594
675	60	25	150	440
685	19	30	120	516
646	68	21	122	435
610	52	40	160	358
325	15	-	30	280
102	44	58	149	359
480	71	17	95	297
685	105	55	102	423
758	63	38	107	550
790	60	80	200	450
563	38	60	90	375
659	65	72	130	392
660	66	36	140	418
832	73	74	184	501
405	35	70	150	150
555	76	24	127	328
337	38	17	50	232
690	60	30	150	450
475	80	10	125	260
680	60	20	200	400
805	65	42	159	539
657	134	26	164	333
750	125	75	150	400
% of members	11%	6%	21%	62%

No. of members in AGE brackets pie chart



No. of members in PLAYER GROUPS pie chart



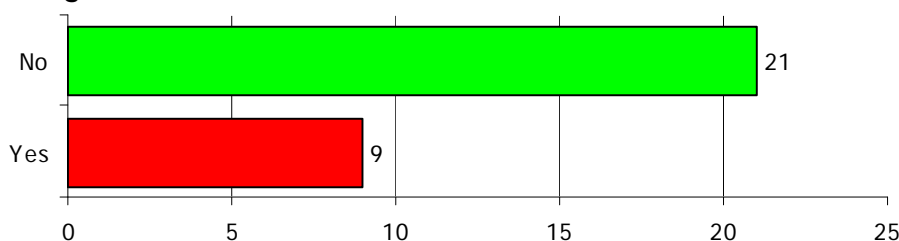
No. of members in PLAYER GROUPS

TOTAL members per club	Player Groups		
	Gents	Ladies	Juniors
395	300	45	50
535	426	70	39
797	577	142	78
675	520	95	60
685	537	129	19
646	480	96	70
490	360	80	50
610	430	130	50
295	200	80	15
610	454	112	44
525	425	55	45
503	379	74	50
504	352	81	71
577	363	115	99
595	472	67	56
810	600	150	60
563	455	70	38
760	540	140	80
652	538	70	44
832	606	159	67
400	320	50	30
564	415	83	66
337	247	46	44
690	525	120	45
475	342	71	62
680	460	160	60
805	570	170	65
606	423	70	113
700	463	125	112
% of members	74%	16%	10%

Lady Members

Do you have reduced rates for Lady Members:	If YES, do you restrict usage for Lady Members:	If YES, using the list below please indicate the type of restrictions in place. Please tick all that apply:
Yes	Yes	Cannot play at certain times
Yes	Yes	Cannot play at certain times
Yes	No	-
Yes	-	-
Yes	Yes	Cannot play at certain times
Yes	Yes	Cannot play at certain times

Waiting Lists



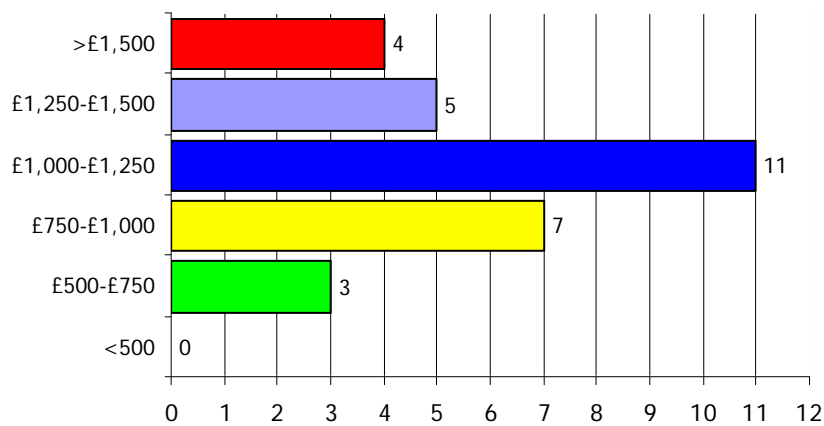
Waiting Times - The average length of time prospective members have to wait for membership.

Approximate sizes of clubs waiting lists:	Gents - Waiting Time	Ladies - Waiting Time
10	2-3 months	-
-	1 month	1 month
-	3 wks (processing time only)	3 wks (processing time only)
Minimal	3 or 4 months	No wait
-	2 weeks	2 weeks
-	6 weeks	1 month
-	2 days	-
-	3 months	3 months
30	1-3 years	1-2 years
None	2 weeks	2 weeks
17	6 months	6 months
-	2 weeks	-
20	3 months	-
20	6 months	-
20	Up to 1 year	Up to 1 year
500	3-4 years	2 years
-	No waiting	No waiting

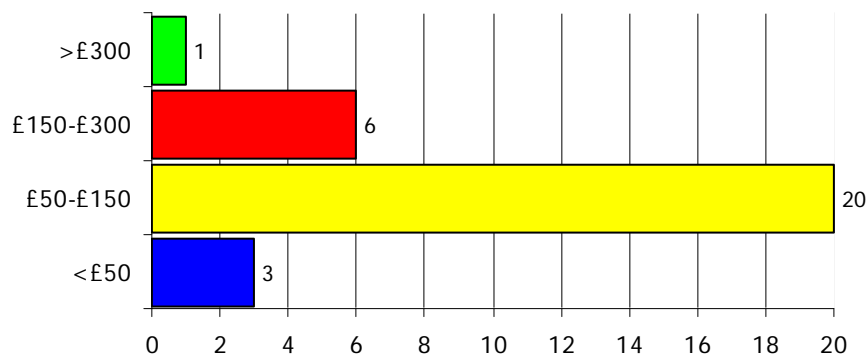
SUBSCRIPTIONS

Levels of Subscription for:

Standard PLAYING members level of subscription

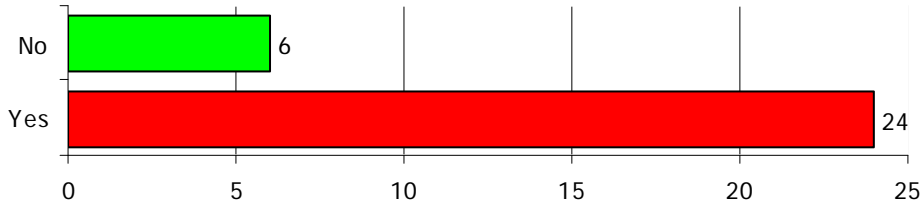


SOCIAL members level of subscription



JOINING ENTRY FEES

Number of clubs that charge an Entry Fee

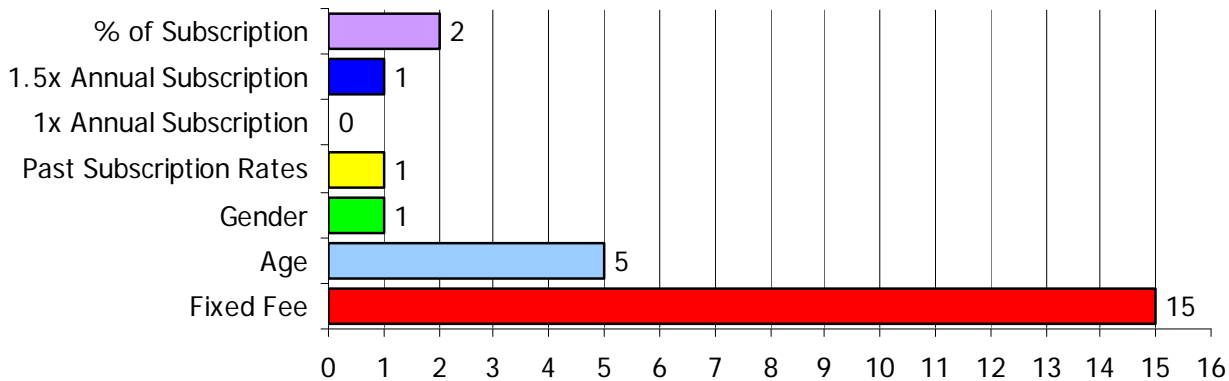


NO - All the clubs that don't have an entry fee were **not thinking of introducing one.**

YES - **Reasons to have an entry fee** provided by responding clubs detailed below:

- Membership retention.
- The joining fee is currently suspended as a recruitment initiative. However, it is generally regarded as a loyalty payment.
- Promote loyalty, preserve quality of members, to be equitable to those who have joined and paid a joining fee.
- To obtain a degree of loyalty and prevent "the butterfly syndrome."
- We are currently reviewing whether or not to continue charging an entry fee as our major competitors have significantly reduced or dropped theirs.
- No reason not to at this time.
- To sustain loyalty to the club.
- Joining fee suspended at present, but will be reintroduced when membership is full.
- This club has traditionally charged an entrance fee and fortunately, is still able to do so. It is seen as "buying into" the club and promotes a strong relationship with the club. It is also a reasonably significant element of the club's budget.
- Ensures prospective members intend to be long term members, increases membership loyalty and helps to maintain membership numbers.
- Retain commitment and loyalty to our members. No joining fee = no commitment and nomadic golfers at large.
- Membership loyalty - stability. Demand for membership.
- In order to make sure the applicant remains loyal and does not disappear to another club in 12 months time.
- Investment fund, development fund.

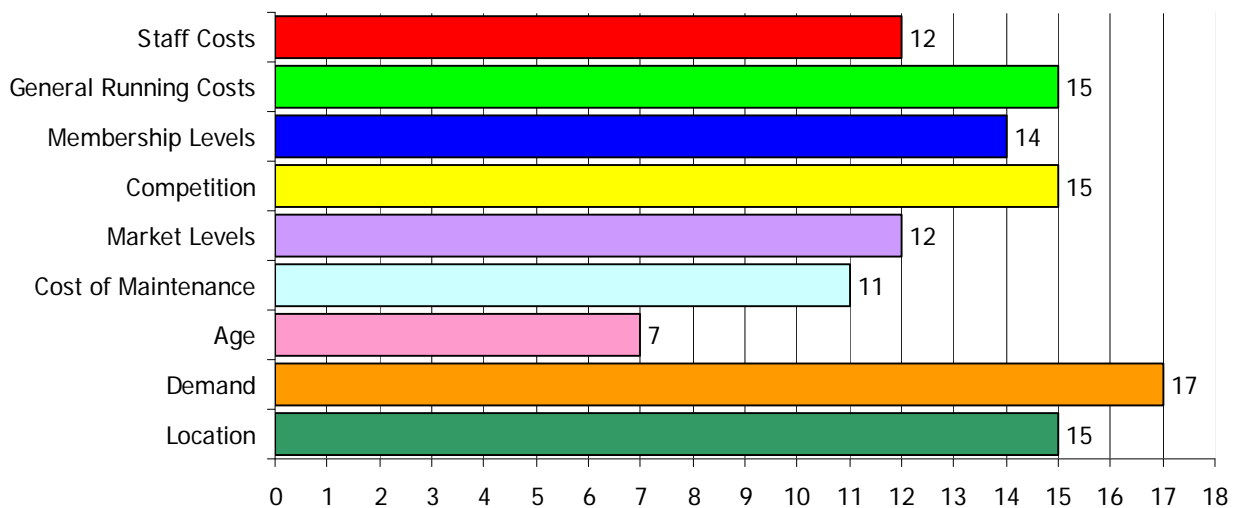
Entry Fee is based on:



Entry Fee is based on: OTHER INFORMATION

Factor	Other Information
Fixed Fee	£1,500 but consideration being given to reducing or suspending this (local competition have mainly cancelled or suspended theirs)
Age, Gender	Variable rates approximately proportionate to men's 7 day fee
Fixed Fee	£1,000 when in force
	2 x subscription
1.5 annual subs.	Originally 1.5 times the annual full playing subscription, but has been fixed for a number of years and at this time, has been temporarily reduced to £400.
Fixed Fee, Age	Discounted for juniors to adult and family introductions.
% of subscription	200% in 2006 but now a fixed fee
% of subscription	50%

Factors that do/would impact on the entry fee

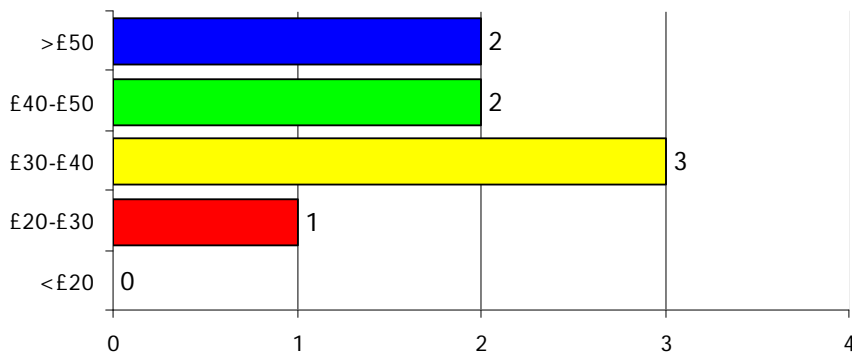


GREEN FEES

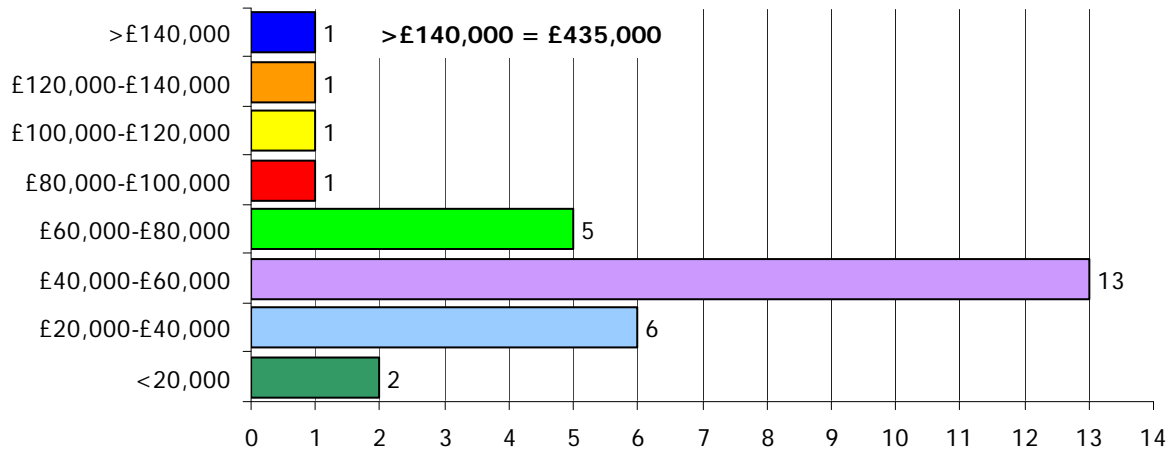
Green fees charges both with and without a member (£)

Weekdays WITH	Weekdays WITHOUT	Weekend WITH	Weekend WITHOUT	All Day WITH	All Day WITHOUT
£17	£28	£20	£36	£35	N/A
£20	£40	£23	£40	-	£50
£20	£40	£20	£45	£25	£50
£21	£34	£25	N/A	£48	N/A
£24	£48	£28	£55	£36	£72
£22	£40	£25	N/A	£30	£60
£19	£45	£19	N/A	-	-
£25 (Friday £30)	£40 (Friday £50)	£30	£65	-	-
£20	£36	£20	N/A	-	£50
£15	£25	£15	£25	£15	£30
£15	£50	£20	£55 (Sunday afternoon)	£25 (weekday)	£65
£20	£35 (£20 on Mondays)	N/A	N/A	N/A	N/A
£20	£35	£20	£45		
15/20/25	£55	15/20/25	£55	15/20/25	£75
£20	£40	£25	£45	£25	50/60
£25	£40	£25	N/A	£30	£50
£25	£50	£25	£50	£25	£50
£20	£36	£20	£36	£30	£50
£20	£50	£20	N/A	£30	£60
£17	£34	£26	£42	£26 week day, £40 weekend	N/A
£25	£40	£25	N/A	-	£50
£28	High - £80 West - £50	£33	High - £120 West - £80	£48 (all day mid week)	High - £110 West - £110 (all day mid week)
£15	£30	£15	£30	Same	Same
£23	£45	£28	N/A	-	£60
£18	£36	£20	£40	-	-
£25	£40	£25	N/A	£40	N/A
£15	£25	£18	£25	15.00/17.50	£35
£23	£45	£28	N/A	£40	£60
£20-£25	£32-£40	£20-£25	£32-£40	£25	£40
-	-	-	-	-	-
£15	£35	£15	£45	£25	£50.00 (not weekends)

Green Fee Ranges

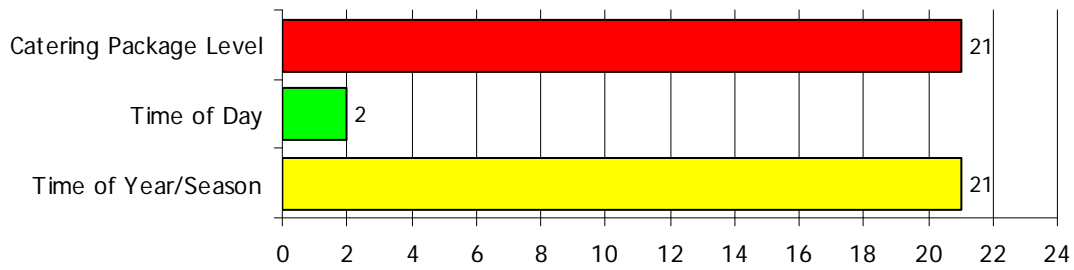


Levels of INCOME from Green Fees per annum

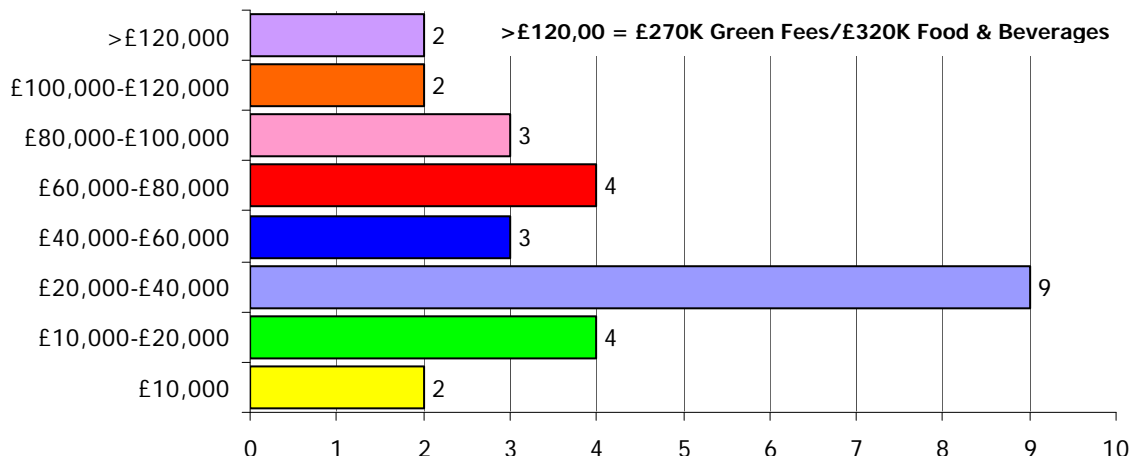


SOCIETY RATES

Factors that impact on the packages offered by clubs



How much clubs earn from SOCIETY usage



Society Rates for Various Packages

9-hole packages	18-hole packages	27-hole packages	36-hole packages	Other packages
				Coffee on arrival (bacon rolls - surcharge £2.95, golf (9 or 18 holes).
N/A	£50	£65	£65	Light lunch, golf (9 or 18 holes) 3 course dinner (2.50 supplement for menu 2)
-	£46.00	£51.00	356.00	-
N/A	£54-£76	-	-	-
N/A	£49	£60	£65	-
-	£50-£60	£60-£75	£60-£75	-
-	£55	£65	£75	-
n/a	£34-£48.50	£42-£64	£42-£64	-
N/A	£55 - £70 depending on food arrangements	-	£95 including lunch and dinner	-
-	£61	£73	£73	-
£30	£40	-	-	-
-	£58-£62	-	-	-
-	-	-	-	From £30 - £65
-	£42-£66	£55-£78	£55-£78	-
N/A	£73 and £82	£78-£94	£78-£94	-
-	£67	£77	£77	Also includes coffee and bacon roll) Winter package £39
N/A	£32.50-£60	£50-£60	£75	-
-	£80	£90	£100	-
£25	£40	£60	£65	Golf & dinner on 9 & 18 Golf, lunch & dinner for £27 & £36
N/A	£62-£67	£82-£92	£89-£99	-
N/A	Green fees £34 + catering £12.50 - £28.50	N/A	Green fees £42 + catering £12.50 - £28.50	Catering costs dependent on society requirements as there are no set packages
N/A	From £40	From £50	From £50	-
-	£97.50 plus VAT (lunch only)	£145 plus VAT	£145 plus VAT	Bacon roll & coffee/Buffer Lunch/3 course served Dinner
N/A	£27.50	£40.00	N/A	-
-	£62	£58	£82	-
-	£30-£40	£55	£65	-
-	£48	£60	£68	-
-	£60	£70	£80	-
N/A	£48 plus	-	£56 plus	-
-	£52	£65	£75	-

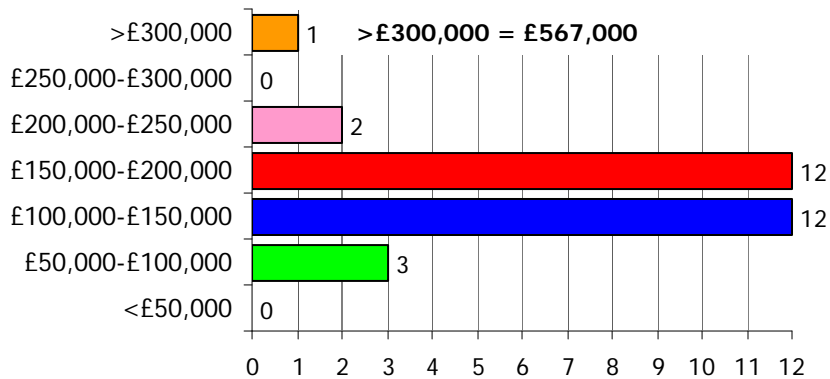
FACILITIES

Room/Facilities Hire: Policies operated by the clubs

Members only cost	Members or member sponsored cost	Non-members cost	Using a price per head cost system (£ per/head)	Franchise catering cost
N/A	50% of usual hire charge	various	N/A	Yes
-	-	£100	£2	-
Nil	£200 + VAT	N/A	-	-
N/A	N/A	£75	-	N/A
£25-£200	-	£50-£350	-	-
No charge	N/A	N/A	-	-
£175	£175	£250	£2.00	10% (external catering)
-	£0 (FOC)	-	-	-
£50	£50	£200	-	Yes
Free	Free	N/A	-	N/A
Nil	Nil	£250 - £500	-	£6,000 pa
Half price	-	£500	-	-
£3 per head or £150-£450	-	£225 - £940 1-4 rooms	N/A	Yes
£0 (FOC)	-	-	£5/£10 weddings	Yes
Built in to cost	Built in to cost + 20%	Built in to cost + 40%	-	-
£30-£40 per head attending	£30-£40 per head attending	£30-£40 per head attending	-	Nil
-	-	-	-	Yes
£3 per head	£3 per head	N/A	-	£3 per head
No	£150 full day	£150 full day	Per head	Yes
FOC	FOC	£500 - £3,000	-	N/A
£150	£150	N/A	N/A	N/A
Nil	£150 plus VAT	£450/£750 plus VAT	-	Yes
Free	Free	£300 plus VAT	-	-
£0	£0	N/A	-	-
N/A	N/A	N/A	N/A	No cost
0-100	0-100	N/A	N/A	N/A
No charge to £500 for weddings	No charge to £500 for weddings	£100 - £4,000 for weddings	No	Yes
£100	£100	£200	£4	Yes

Bar Revenue & Activity

Annual amount of revenue from BAR USAGE



Gross Margin	Profit Margin	Rateable Value	Rate Cost
35%	15%	£68,000	£32,980
48%	40%	£33,000	£16,120
49%	14%	not separated	not separated
50%		£80,000 (whole club)	£38,000 (whole club)
50%	100% profit as a percentage of sales	£136,000	£69,500
53%	-	-	-
54%	Break even	£144	£14,850
54%	-	-	-
55%	-	-	-
55%	50%	£400,000	£60,000
56%	53%	£54,750	£26,553
57.4%	£19,360	£110,000	£53,350
58%	-	£105,000	£41,000
£57,000	49%	£82,000	£39,770
£72,879	£17,164	£102,000	£47,185
£75,000	£16,000	£122,000	48.2p
£76,000	£15,000	£69,000	£31,878
£76,850	£32,500	£36,000	£4,000
£90,000	£30,000	£92,000	£45,000
£90,000	£16,000	-	-
£95,000	£29,000	-	-
£98,000 60%	£46,000 26%	£141,000	£68,385
£102,000 64%	not calculated	£105,000	50,925 (2009/2010)
£102,147	£24,409	£99,000	£47,530
£240,000	£120,000	£110,000	£55,000
£389,000	£206,000	£247,000	£94,000
-	51 GP	£104,000	-
-	-	£87,000	£40,000
Franchise	-	£185,000	£89,000
N/A	42%	N/A	£42,000
Small surplus	50%	£102,000	£49,470

The Club House

Club Maintenance Costs

Club Maintenance Costs (£)
£15,000
£7,500
£171,193
£35,000
£110,000
£36,000
-
£8,000
£80,000
£10,000
£50,000
£51,000
£48,000
£45,000
£50,000
£67,000
£268,000
£36,000
£55,600
£80,000
£10,000
£100,000
£197,000
£122,000
£80,000
£60,000
£95,000
Grade 1 listed. Varies enormously.
£10,000

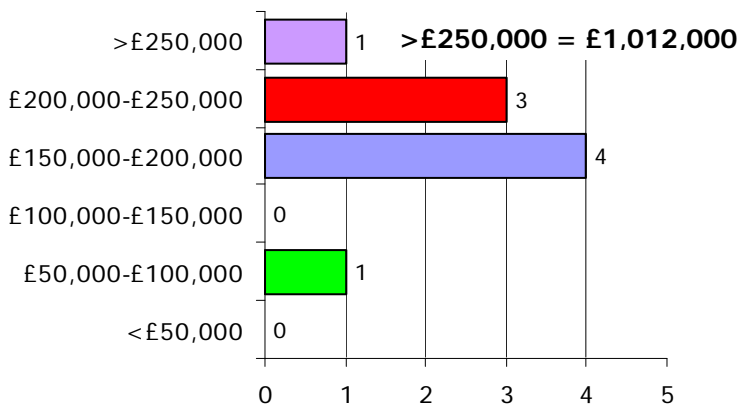
Wages Level for Club House Staff (£)
£120,000
£45,000
£28,475
£135,000
£90,000
£179,000
£140,000
£180,000
£160K bar staff, £85K office
£34,000
£380,000
£101,000
£90,000
£83,200
£40,000
£237,000
£90,300 (including bar and catering)
£18,700 + £48,700
£64,616 (includes office)
£620,000
£96,000
£70,000
£79,000
£140,000
£75,000
£50,000
£63,000
Franchise
£25,000

Catering Revenue

Clubs that have Franchise Caterers

8 Clubs do NOT have franchise caterers, 22 clubs DO.

Level of Revenue from Own Catering



Profit Margin
62%
6,500
6,000 franchise fee per annum
60%
£30,000-£50,000
100,000
45%
£18,500

Staffing Numbers

BAR STAFF		
Full Time	Part Time	Casual
1	3	varies
2	2	2
2		2
2	2	2
3		3
2		6
		as required
2	1	-
2	2	-
1	1	5
1		1
4		6 +
2	1	
1	3	
3	2	Up to 7
1	6	
1	3	2
3	2	4 +
3	2	-
2	2	2
2	0	5
3	2	2
6	2	
3	1	
3		4
2	-	-
1	4	6
3	2	1
2	1	
1	1	3
1	2	2

CATERING STAFF		
Full Time	Part Time	Casual
1	4	varies
3	-	6
3	2	1
3		8
3	2	-
1		
Contract		
3	2	5
3		1
3	-	10
		Up to 40
14	10	
Franchise		

GOLF COURSE STAFF		
Full Time	Part Time	Casual
5		
7		
6		
6	-	-
6		1
6		
6		
6	-	-
6		
2		
7	1	
6		
6		
7	-	-
6	-	1
6		
10		
5	-	-
8	1	-
6	0	0
7		
16	1	
3		
8	2	
4	-	1
7		
3		1
6	-	
6	0	0
8		
5	1	

Staffing Numbers Cont.../

HOUSE STAFF/CLEANERS		
Full Time	Part Time	Casual
-	2 (contract)	-
1	-	contracted
1	1	-
-	1	-
1	1	-
-	2	-
-	4	-
1	-	-
Contract	-	-
-	4	-
1	-	-
4	2	-
-	2	-
-	2	-
2	-	1
2	-	-
1	1	-
-	2	-
1	-	-
8	2	-
2	-	-
1	1	-
0	1	-
-	1	-
1	-	-
0	1	0
Contractor	-	-

ADMINISTRATION STAFF		
Full Time	Part Time	Casual
1	-	-
3	-	-
2	1	-
2	1	-
2	1	-
1	2	-
2	2	-
1	2	-
1	-	-
2	1	-
2	-	-
2	1	-
3	-	-
1	2	-
1	2	-
3	-	-
2	1	-
3	1	-
1	1	0
2.5	-	-
6	2	-
1	-	-
1	3	-
1	1	-
1	2	-
2	-	-
3	-	-
1	2	0
3	-	-
1	2	-

Utility Costs

Electricity Costs	Gas Costs	Water Costs
£12,000	£8,000	£3,500
£9,000	£9,000	£2,500
£11,000	£9,000	£4,500
£15,200	£7,500	£3,500
£20,375	£4,955	£7,010
£12,400 (electricity & gas)		£6,000
£30,000	£6,000	£5,000
£18,000	£9,000 OIL	£6,500
£6,000	£4,000	£1,300
£14,000	£14,000	£7,000
£24,000	£10,000	£6,000
£33,000 (electricity, gas & water)		
£41,000 (electricity, gas & water)		
£21,400 (electricity & gas)		£6,100
£21,500 (gas & electricity)		-
£40,000 (electricity & gas)		£19,000
£13,000	£7,000	£11,000
£32,000 (electricity & gas)		-
£17,529	£10,278	£8,567
£44,912	£42,837	£9,274
£15,000	£15,000	£5,000
£24,000	£12,500	£8,000
£12,000	£7,000	£4,000
£17,000	£1,000	£3,000
£11,000	£10,000	£4,000
£3,000	£5,000	£2,000
£28,000	£4,000	£4,000
£12,500	£7,000	£14,000

Course: Maintenance* & Wages Costs

* Excl. Depreciation & Wages

Course maintenance costs	Course wages costs
£80,000	£91,000
£85,000	£160,500
£83,620	£177,862
£70,000	£144,000
£75,000	£156,000
£91,663	£175,474
£59,000	£109,000
£96,000	£177,000
£90,000	£160,000
£38,000	£50,000
£105,000	£188,000
£40,000	£260,000
£81,000	£155,000
£140,000	£190,000
£68,000	£154,000
£73,000	£205,000
£105,000	£245,000
£89,700	£124,000
£92,000	£220,000
£72,733	£148,580
£210,000	£498,000
£30,000	£60,000
£80,000	£190,000
£87,000	£108,000
£125,000	£146,000
£60,000	£60,000
£70,000	£70,000
£76,000	£161,000
£146,000	£235,000
-	£115,000

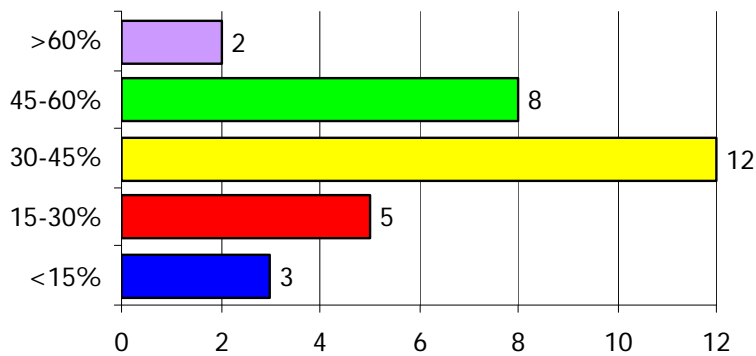
GENERAL

Annual Surplus/Deficit

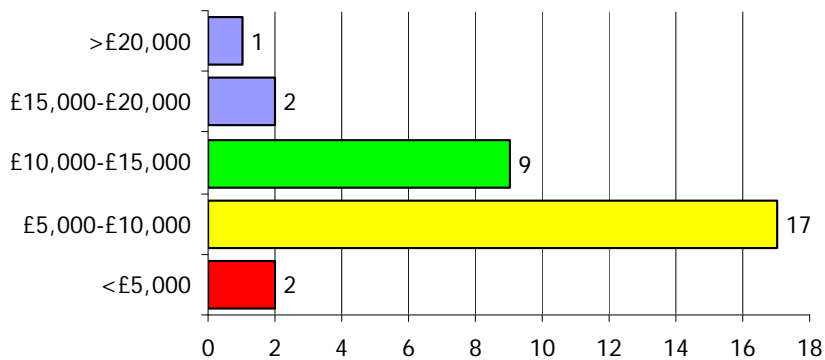
Surplus	Deficit	Breakeven
-	£12,000	-
-	£17,444	-
£28,236	-	-
-	-	Yes
122.5 (Gross)	12.5 (net)	-
£53,000	-	-
-	£15,000	-
-	£11,000	-
£10,000	-	-
£6,500	-	-
70,000 (2009)	-	-
£44,000	-	-
£68,000	-	-
£35,000	-	-

Surplus	Deficit	Breakeven
£56,000	-	-
£91,000	-	-
£60,000	-	-
-	£2,300	-
£80,456	-	-
-	£25,996	-
£20,000	-	-
£132,000	-	-
-	-	Yes
£140,000	-	-
£19,000	-	-
£11,000	-	-
-	-	Breakeven
£8,000	-	-
£16,000	-	-

VAT RECOVERY percentage (%)

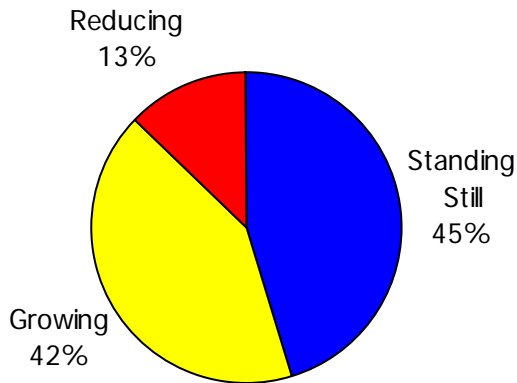


Annual GENERAL INSURANCE costs

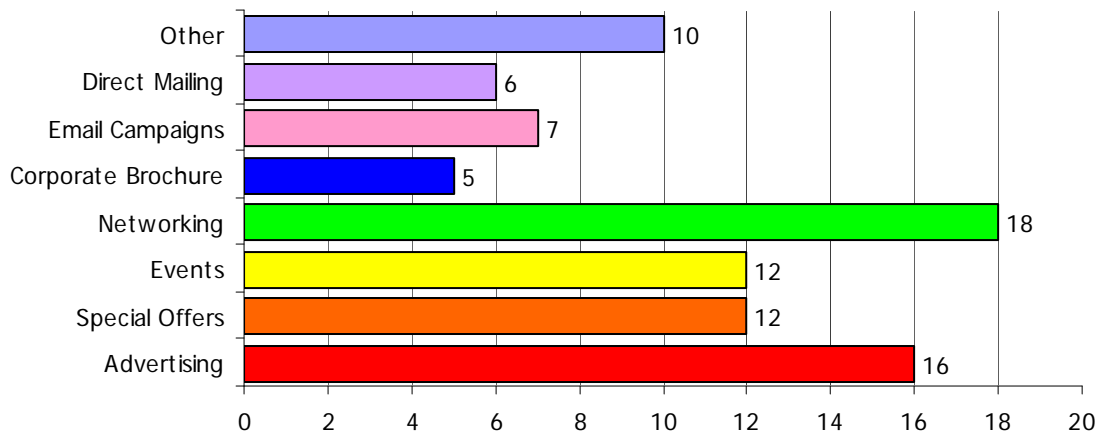


BUSINESS DEVELOPMENT

Business Position at Present

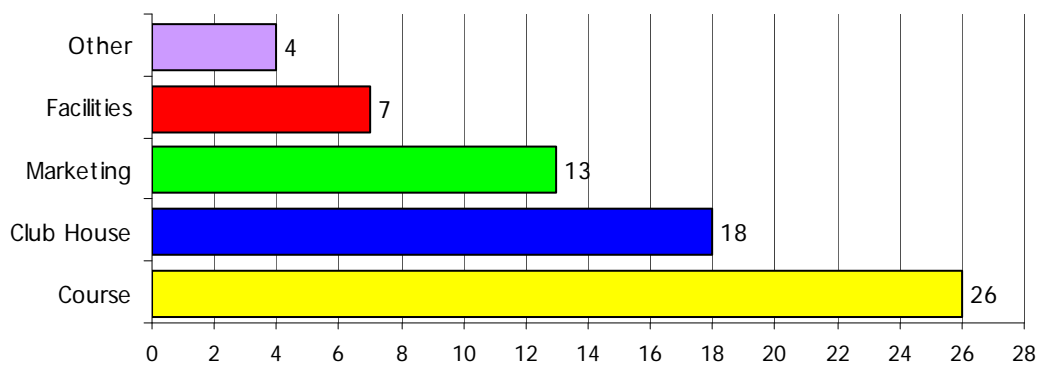


Marketing/recruitment of new members



Other = Ties ups with local businesses, website, referrals from existing members, word of mouth, well known reputation

Areas where clubs are looking to invest

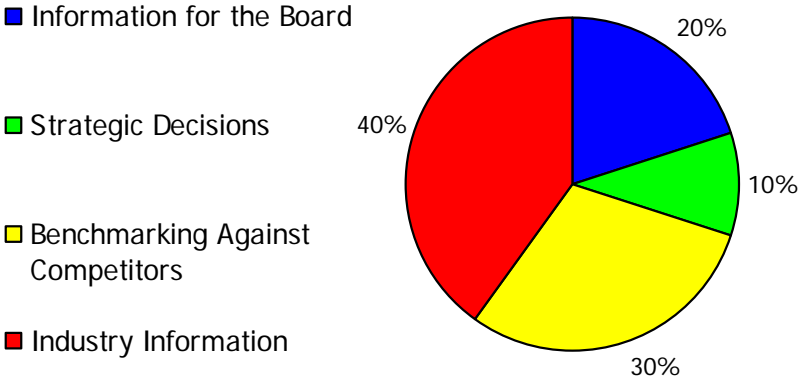


Other = None of those areas listed, only invest if cash is available, in period of consolidation.

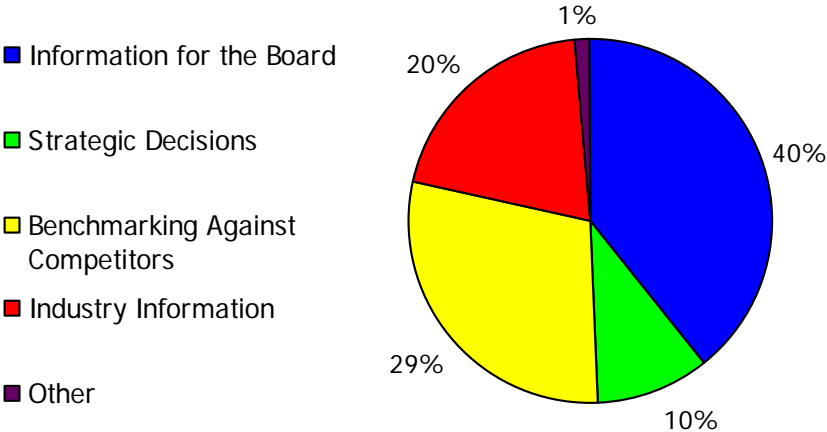
Conclusions

How the 2007 report has been used by both Proprietary & Members Clubs

Proprietary Clubs Usage



Members Clubs Usage



Other = Information for the Committee

Future Trends and Recommendations

Throughout the report we have suggested various activities that all Clubs can do to help with income streams going forward. Three of the key areas are:

1. Margins and new Sources of Income
There would appear to be scope to improve margins for all clubs and to expand the facilities offered e.g. Driving Ranges. As the report has shown this is a way of increasing income.
2. Social Members
Encouraging Social Membership is a good way of increasing revenue for all Clubs.
3. Growth
Clubs should consider investing in their Course as much as other facilities. An increased focus on marketing activities is also a key feature in growing Clubs.

We hope you find the above report interesting. Our Golf Club specialist, Robert Twyde, would be delighted to visit your Club individually if you would like a thorough review of your existing arrangements and recommendations for improvement, where necessary.

Aylesbury

2a Alton House Office Park
Gatehouse Way
Aylesbury
Buckinghamshire
HP19 8YF

Hemel Hempstead

Charter Court
Midland Road
Hemel Hempstead
Hertfordshire
HP2 5GE

London

10 Dover Street
London
W1S 4LQ

Watford

64 Clarendon Road
Watford
Hertfordshire
WD17 1DA

08452 770660

info@hhllp.co.uk

www.hillierhopkins.co.uk



hillierhopkins LLP

Chartered Accountants and Tax Advisers