

**Proprietary and
Members Clubs
from across the
Home Counties
& London**

Golf Club Survey Report 2011



**Your first port of call
for personal and
business advice**

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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 2011

Welcome to the 2011 Hillier Hopkins LLP Golf Survey Report for Members Clubs and Proprietary Clubs. Thank you to those that responded to the 2010 survey and for your recommendations for questions to be included this time round. As last year 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.

The results of this year's survey are somewhat confusing with Clubs reporting growth and longer membership queues but still showing reductions in performance in some areas. This, I believe, directly relates to how different Clubs have tackled the impact of the recession on their activities and the extent to which they have embraced the need to actively market and develop their Clubs. So we see evidence of growth and expansion in some Clubs whereas others are standing still or moving backwards. Overall the figures are still remarkable given the current economic climate and perhaps reflect that the majority of responding Clubs are based in the South East region of the UK, which is undoubtedly experiencing much less impact from the cuts in government spending and reduced activity than the rest of the UK. As I have travelled round the country advising Clubs I have heard some desperate stories of asset sales to generate sufficient funds to keep going and significant losses of Members but the reported figures do not support that view. We are seeing Clubs who are willing to invest in the future by improving their courses and focusing on younger players. We are seeing well established Clubs attracting new Members and making sure that what they have to offer is of the highest standard.

It was surprising to see reductions in social membership as verbal evidence had suggested a switch from playing to social was common place. Maybe this is where the recession is biting, as bar incomes have remained static, despite price increases, and green fee charges have declined. I was also surprised and somewhat pleased that subscriptions have increased in Member Clubs as hopefully they have taken on the message that their Members are to be valued. Costs continue to rise and many Clubs still need to review these to ensure they are getting the best deals.

Our surveys have received much recognition over the past year and we hope that this one will continue to provide information to Clubs, to assist in making strategic decisions, for benchmarking purposes, and 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 Twydale - Partner

Proprietary Clubs Report 2011

Commentary: The Results

The Club

Out of the 6 Proprietary Clubs that responded, we had one 9-hole, three 18-hole, one 27-hole and one 36-hole Club.

Turnover

As expected, the larger Clubs reported the higher turnover figures but one 18-hole Club reported a turnover of £1million, matching figures reported by the 36-hole Club. As last year the 18-hole Clubs reported turnover levels ranging from £300,000 to £1million.

Driving Ranges & Academy Areas

In surveys from the previous two years around 71% of Clubs that responded reported driving ranges. This year is no different with 67%. Only 3 Clubs provided any income figures which ranged from £15,000 - £25,000.

Two Clubs reported having an academy area but income levels were not reported.

PGA Professionals

All of the Proprietary Clubs have a PGA professional, as do most Members Clubs. Up on last years 57%, 83% of responding Clubs pay a retainer, the majority of which are paying £1,000 - £1,500 per month. 50% provide free premises as part of their package. Last year none of the Proprietary Clubs reported paying commission to their professionals compared to a third of Clubs this year.

PGA professionals undertake a number of duties for their Clubs, including the three key duties, identified in this report as managing the ProShop, providing tuition and organising societies. An additional duty highlighted by one Club was that of managing the buggy fleet.

The full list is detailed in the graphs and tables section.

Playing Members

Last year 71% of Clubs reported playing numbers at 100-500. This year only 20% report numbers up to 400 with the highest percentage (60%) indicating player numbers of 600-700. In our view around 600 players is a good target for most Clubs and it is encouraging to see that Clubs have improved so much on last years figures.

Social Members

All of the responding Clubs, with one exception, reported having social membership of up to 25 Members. The exception reported 25-50 social Members. Proprietary Clubs would benefit from increasing their social membership levels. Social Members unquestionably have a positive impact on revenue.

Membership Breakdown

4 Clubs reported membership breakdown figures for the different age ranges.

50% of Clubs have over 500 playing members in the 50+ age range. The number of members aged 35-50 vary dramatically across the Clubs but it still remains the second biggest pool. Those aged 20-35 (average of 50 members) and the Juniors classed as under the age of 20 (average of 25) still sit in third and fourth place respectively.

The number of Gentlemen players at Proprietary Clubs seems to be significantly higher than the Ladies and Juniors groups, dramatically so in a number of cases where figures indicate a ratio of 5:1 in favour of the Gents.

No Clubs reported having a waiting list as last year and whilst the majority operate without restrictions in place for Lady Members, one indicated restrictions on days and times of play.

Subscriptions

Membership fees for Standard Playing Members varied from up to £500 all the way to £1,500+. For the Clubs that reported Social Membership, the majority charge £0-£25 with two Clubs reporting higher figures of £50-£100 and £250-£300.

Entrance Fees

Out of the Proprietary Clubs that responded only two Clubs continue to have an entrance fee. There is quite a disparity amongst these two Clubs with one reporting a fee of £893.50 and the other £3,000. The main factor that would impact on the entry fees was highlighted as demand compared to last year when the factors of competition, the costs of course maintenance, membership levels and market levels were highlighted.

Green Fees

Charges for green fees are roughly the same across all the responding Clubs but the level of fee is almost a 50% decrease on last year's figures. Incomes from green fees are spread right across the income spectrum from less than £20,000 to over £140,000. There is no consistency in the figures reported this year. In 2010 the average was £100,000, which was a drop on 2009 figures. It would appear that Clubs are gradually seeing a drop in income, which would possibly be a response to the drop in green fee levels.

Society Costs

Society costs remain lower in Proprietary Clubs than they are in Members Clubs, which is consistent with expectations in the current climate.

Society Income

Society income for Proprietary Clubs remains below £60,000 with one exception reporting a figure over £120,000. The general downward trend noted last year seems to be affecting the majority of Clubs this year.

Bar Revenue and Activity

This year bar revenue from Proprietary Clubs is in line with that reported by Members Clubs, whereas last year Proprietary Clubs were performing slightly better in this area. The importance of bar usage as an income stream must not be underestimated.

Three Clubs reported annual revenue figures from bar activity: £50,000-£100,000; £100,000-£150,000; and £150,000-£200,000.

Staffing Numbers

Always highly variable and dependent on the size and needs of each Club in question, staffing figures this year show little change. The number of Bar Staff remains high, which is not unusual for any working bar. The only minor note to make is that there appears to have been an increase in Administration staff compared to last year.

Surplus/Deficit

In Proprietary Clubs, the highest surplus figure was £250,000 with a highest deficit of £160,000. It is difficult to draw any conclusions with such a low response rate to this question.

Annual General Insurance Costs

Last year 42% of Clubs that provided figures indicated that costs were under £5,000 per annum. This year, in stark contrast, 62% indicate that costs range from £5,000 up to £20,000. Clubs should not be afraid to shop around for the best deals on insurance. The size of the Club will of course play a major part in the level of insurance needed but such varying figures poses the question of whether some Clubs are getting a fair price.

VAT Recovery

Three Proprietary Clubs reported VAT recovery figures. Two Clubs reported 60%+, with one of these indicating they were achieving 100% recovery. One Club reported 15-30% recovery. In most cases we would anticipate recovery of 100% for nearly all Proprietary Clubs.

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

In 2010 57% of Clubs believed that they were growing. In 2011 this has risen to 67%, with the remainder standing still and none reducing.

Over 50% of Clubs continue to invest in marketing activities to encourage new members with three standing out as firm favourites: Special Offers (100%); Advertising (100%); and Direct Mailings (60%).

All of the responding Clubs are investing in their courses. The majority are investing in their Facilities (80%). Over half are investing in the Clubhouse.

Proprietary Clubs: Graphs & Tables

6 Proprietary Clubs took part in the 2011 Golf Survey. The results from these Proprietary Clubs only are detailed below.

N.B Not all of the 6 Clubs provided answers to all questions.

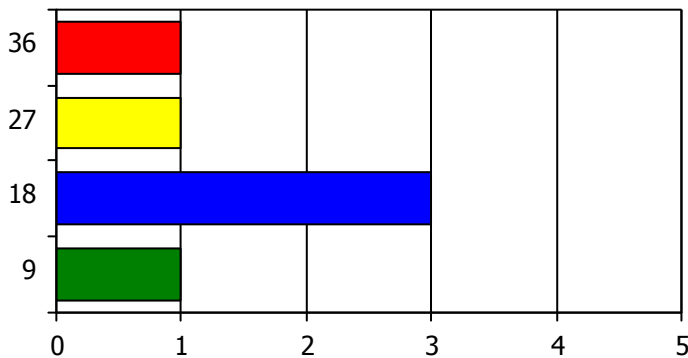
THE CLUB

Total turnover for the Club (£):
£100,000.00 - £300,000.00
£300,000.00 - £500,000.00
£900,000.00 - £1million
£1million +
£700,000.00 - £900,000.00
£1million +

Number of holes
9
18
18
18
27
36

Total number of rounds played annually
0-20,000
30,000 - 35,000
40,000 - 45,000
45,000+
20,000 - 25,000
45,000+

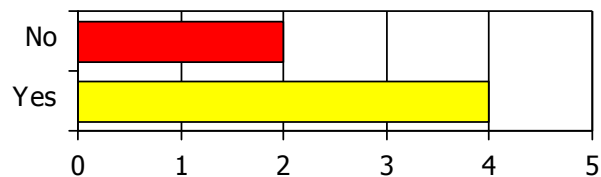
Number of holes on course



Driving range income

Level of income from the driving range (£):
£15,000.00 - £20,000.00
£20,000.00 - £25,000.00
£25,000.00+

How many Clubs have driving ranges

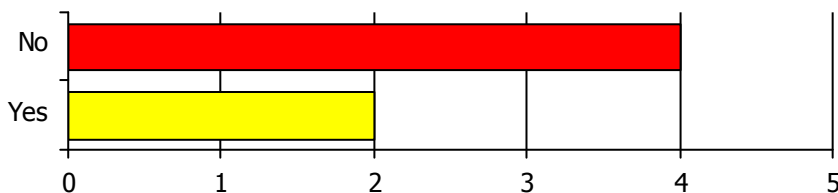


Academy Area

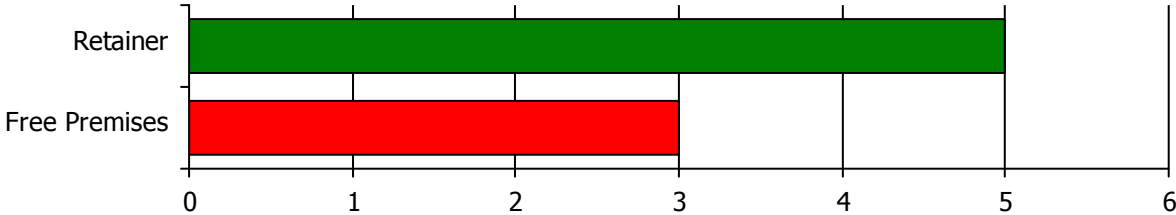
2 Clubs reported having an academy area but no income figures were provided.

PGA PROFESSIONALS

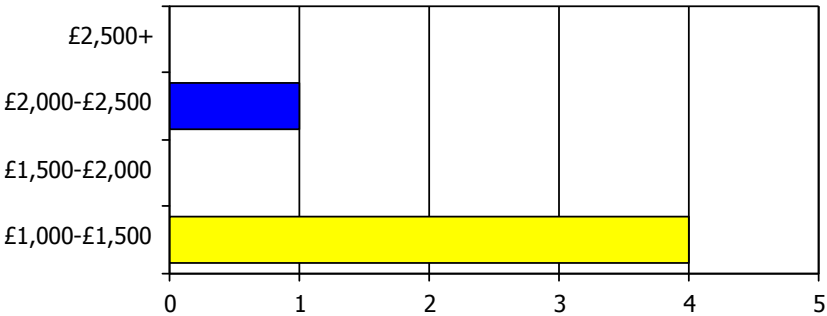
Pay commission on green fees



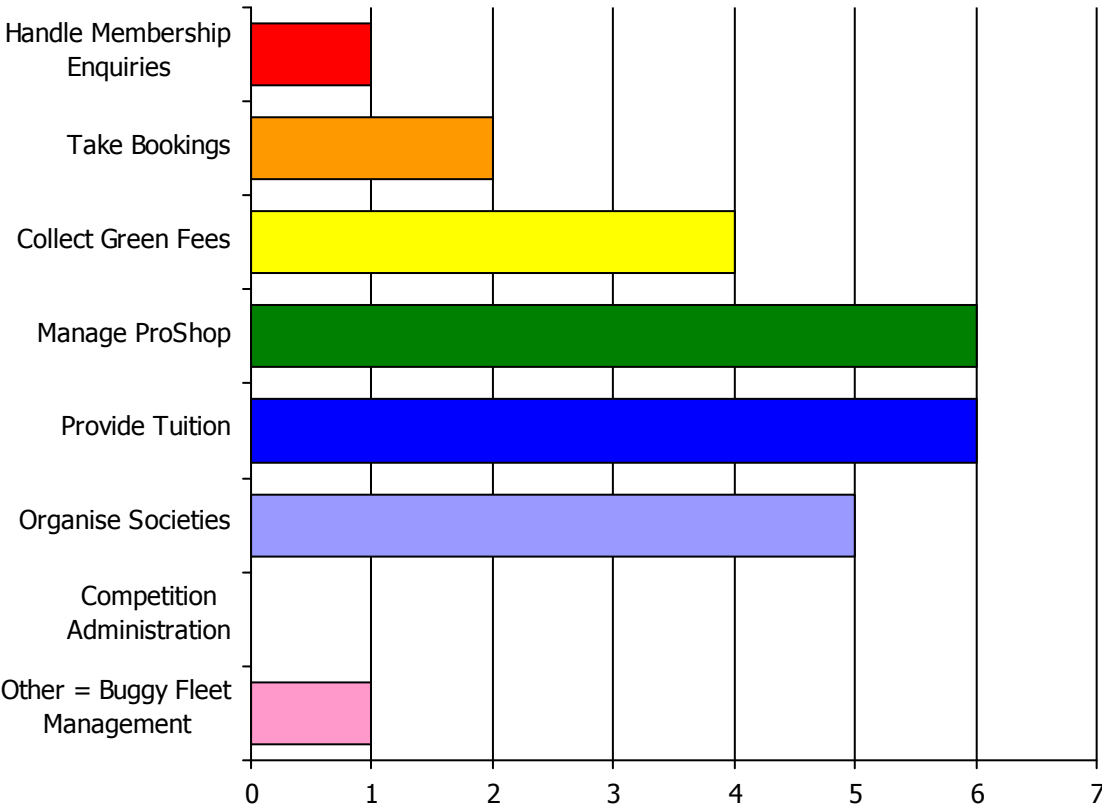
PGA - Remuneration



PGA - Level of professional retainer

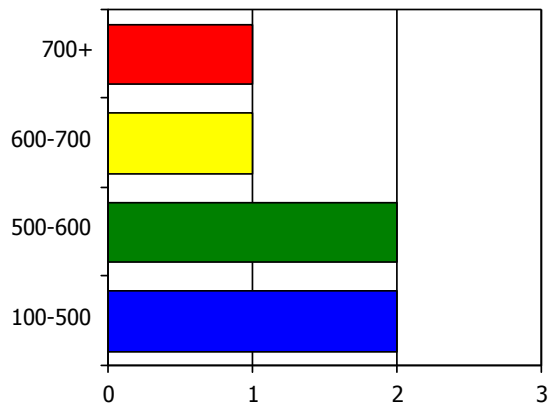


PGA - Duties Professionals are expected to perform for the club

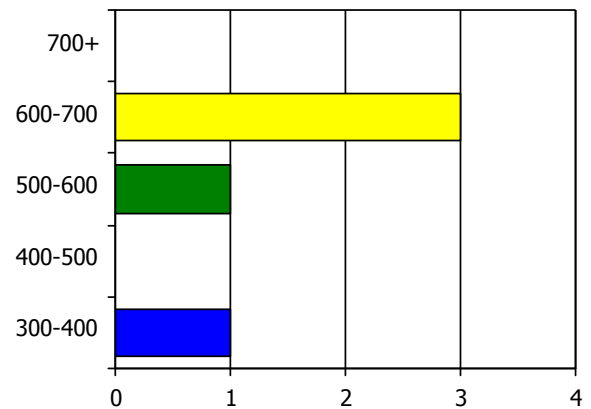


MEMBERSHIP

Number of PLAYING Members

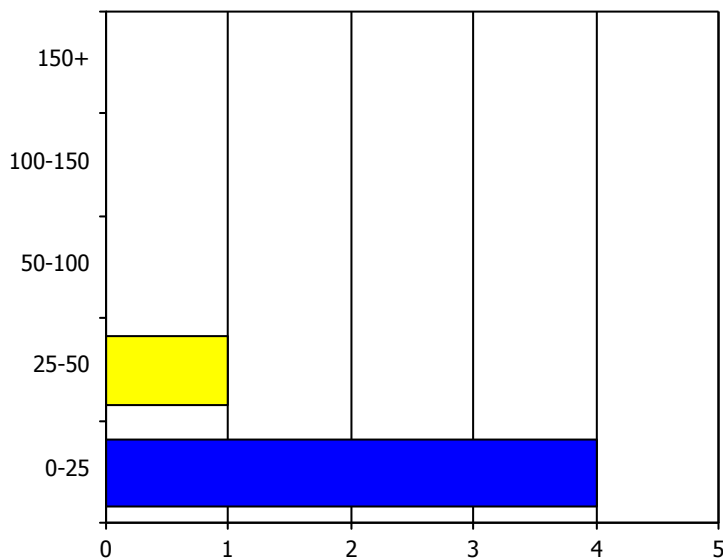


Recommended LIMITS of Playing Members



5 out of the 6 responding Clubs agreed on having a maximum limit of playing members. Levels suggested and number of Clubs choosing that level are shown above.

Number of SOCIAL members



MEMBERSHIP BREAKDOWN

No. of members in AGE BRACKETS. Membs = Members

Age Brackets				
	Up to 20	20-35	35-50	50+
1	25-50 Membs	50-100 Membs	150-200 Membs	200-250 Membs
2	25-50 Membs	0-25 Membs	25-50 Membs	50-100 Membs
3	0-25 Membs	0-25 Membs	25-50 Membs	500+ Membs
4	0	100-150 Membs	200-250 Membs	500+ Membs

No. of members in PLAYER GROUPS. Membs = Members

Player Groups			
	Juniors	Ladies	Gents
1	25-50 Membs	50-100 Membs	250-300 Membs
2	0-25 Membs	25-50 Membs	50-100 Membs
3	0-25 Membs	25-50 Membs	400-500 Membs
4	0-25 Membs	200-250 Membs	300-350 Membs
5	100-150 Membs	100-150 Membs	500+ Membs

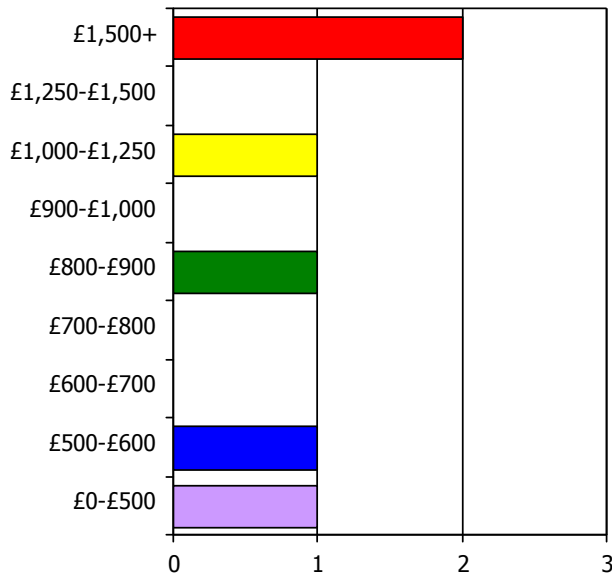
Lady Member Restrictions

All 6 Clubs indicated that they did not have any usage restrictions but 1 Club then went on to indicate that Ladies cannot play on certain days or at certain times.

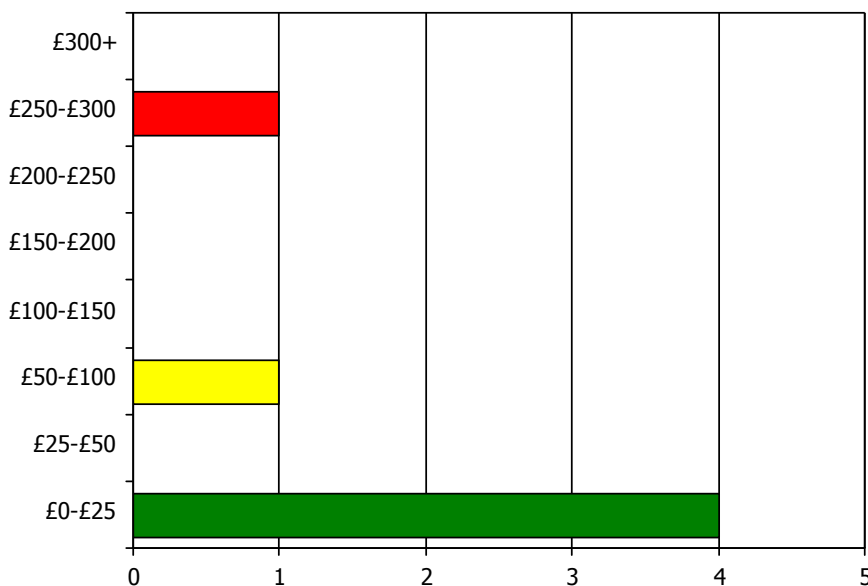
Waiting Lists: No Clubs currently have a waiting list.

SUBSCRIPTIONS

Standard Playing Members



Social Members



JOINING ENTRY FEES

2 Clubs indicated a joining fee. One of £893.50 and the other of £3,000.00.

Factors that do/would impact on the entry fee

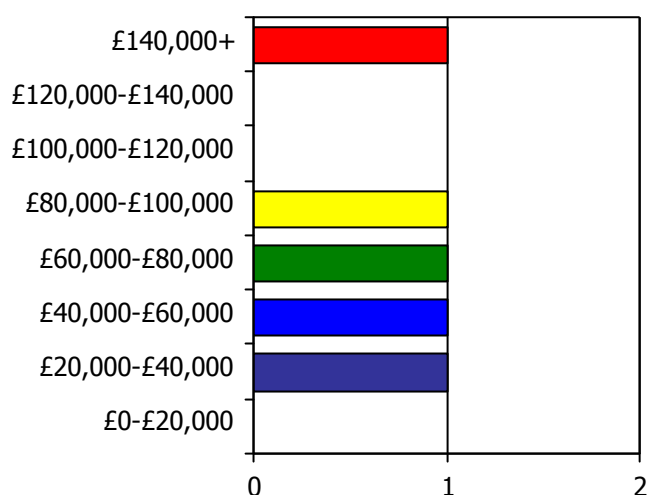
All 3 Clubs that responded to this question highlighted **Demand** as a factor impacting on entry fees. 1 of these responding Clubs also highlighted Competition, and another 1 Location.

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
£10.00	£10.00	£15.00	£15.00	-	-
£9.50	£10.00	£11.50	£12.00	-	-
£15.00	£40.00	£20.00	£50.00	£30.00	£60.00
£21.00	£31.00	£24.00	£36.00	-	-
£40.00	£80.00	£48.00	£95.00	£40.00	£80.00

Levels of INCOME from green fees per annum



SOCIETY RATES

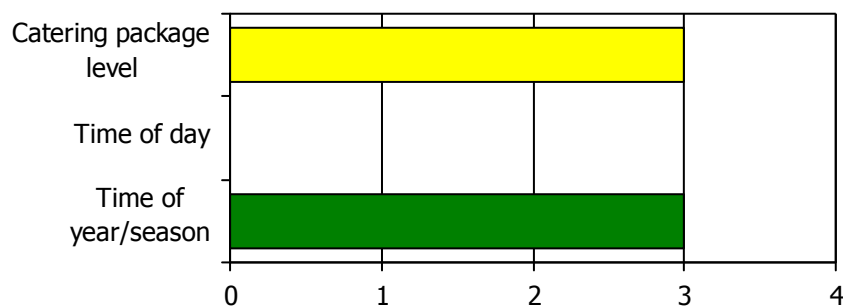
Number of rounds played by Societies during the last year.

Estimated No. of Rounds played	Increase on previous Year?
500	No
20	No
1600	No
-	No
30,000	Yes

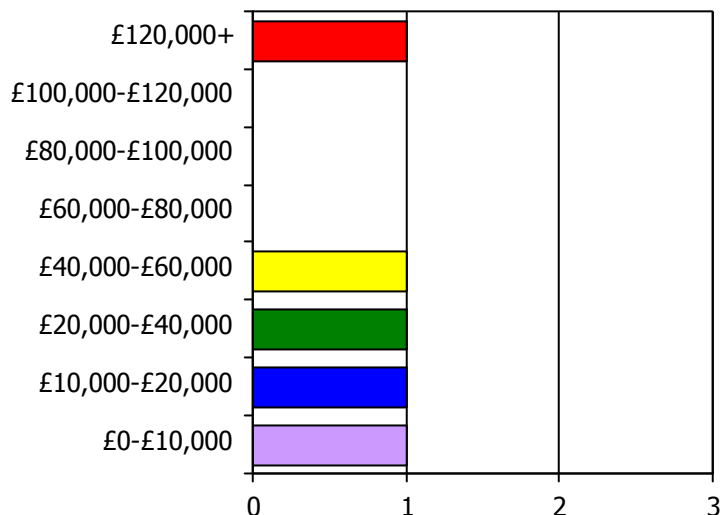
Society Package Rates (including lunch/dinner).

9-hole packages	18-hole packages	27-hole packages	36-hole packages
£38.00	£45.00	-	-
n/a	£31.00	£44.25	£54.25
-	£33.00 - £47.50	£55.50 - £66.50	£55.50 - £76.50
-	-	-	£80.00

Factors that impact on the PACKAGES offered by Clubs. 4 Clubs responded as below:



How much Clubs earn from SOCIETY usage. 5 Clubs responded.



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
0.00	0.00	0.00	0.00	0.00
0.00	0.00	£65.00 (for room)	-	-
N/A	-	-	-	-
0.00	0.00	£250.00	-	-

Bar Revenue & Activity

Annual amount of revenue from bar usage.

3 Clubs indicated Bar Revenue; 1x£50,000-£100,000, 1x£100,000-£150,000, and 1x£150,000-£200,000.

Bar Activity: Financial Information

When asked for further financial information on bar activity, including Gross Margin, Net Profit Margin, Rateable Value and Rate Cost, only 1 Club gave a figure. This was for a Gross Margin of £87,500.

The Club House

Club Maintenance costs 1 response	
1.	£128,427.00
2.	-

Wages levels for Club house staff 2 responses	
1.	£ 31,006.00
2.	£130,000.00 Inc ALL F&B Personnel

Catering Revenue

Franchise Caterers

3 Clubs responded to the question. None of them have Franchise Caterers

Franchise caterers?	Profit margin on catering revenue (%)	OWN Catering facilities revenue
No	60% - 70%	£150,000.00 - £200,000.00
No	60% - 70%	£100,000.00 - £150,000.00
No	60% - 70%	£200,000.00 - £250,000.00

Staffing Numbers

Bar Staff		
Full Time	Part Time	Casual
0	3	3
2	3	-
2	4	2
4	5	5

Catering		
Full Time	Part Time	Casual
3	2	-
-	-	-
2	-	1
4	-	-

Golf Course		
Full Time	Part Time	Casual
4	-	-
2	-	-
5	3	-
22	-	-

House Staff/Cleaners		
Full Time	Part Time	Casual
-	1	-
-	1	-
-	2	-
2	-	-

Administration Staff		
Full Time	Part Time	Casual
2	1	-
-	1	-
3 Admin 2 Pro Shop	1 Pro Shop	-
2	2	-

Utility Costs

Electricity Costs	Gas Costs	Water Costs	Combination
£33,941.00	-	-	-
£2,000.00	-	£3,000.00	-
£17,500.00	£9,000.00	£4,500.00	-

Course Maintenance & Wages

Course maintenance costs (Excl. Depreciation & Wages)
£58,000.00
£15,000.00
£65,000.00

Course wages costs
£50,000.00
£2,500.00
£125,000.00

Special Projects. Costs for 2011-12 and estimated costs for 2012/13.

Course		Clubhouse		Grounds		Equipment	
2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13
£650,000.00	-	-	-	-	-	-	-
£5,000.00	-	-	£10,000.00	-	-	£10,000.00	-
£75,000.00	£75,000.00	-	-	-	-	£111,000.00	n/a
-	-	-	-	-	-	£50,000.00	-

GENERAL

Annual Surplus/Deficit

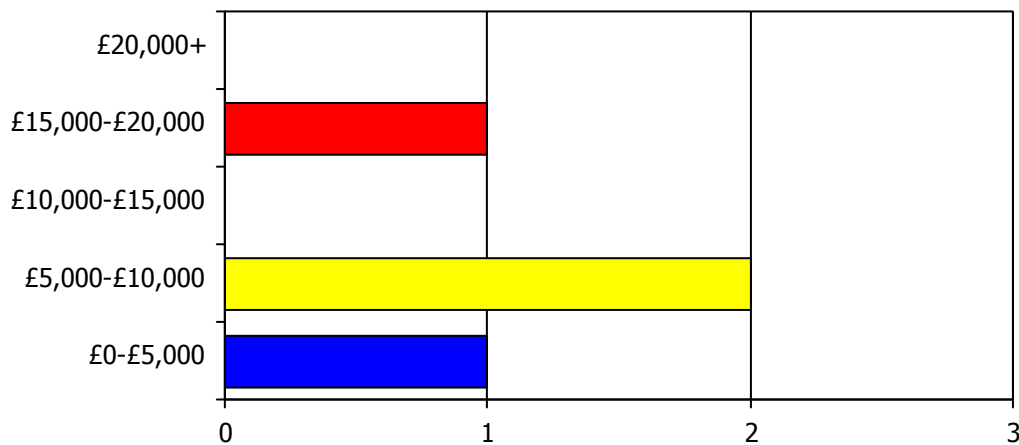
Surplus (£)	Deficit (-£)	Breakeven (£)
-	£160,000.00	-
£90,940.00	-	-
£250,000.00	-	-

VAT Recovery Percentage

3 clubs reported on their VAT recovery rates.

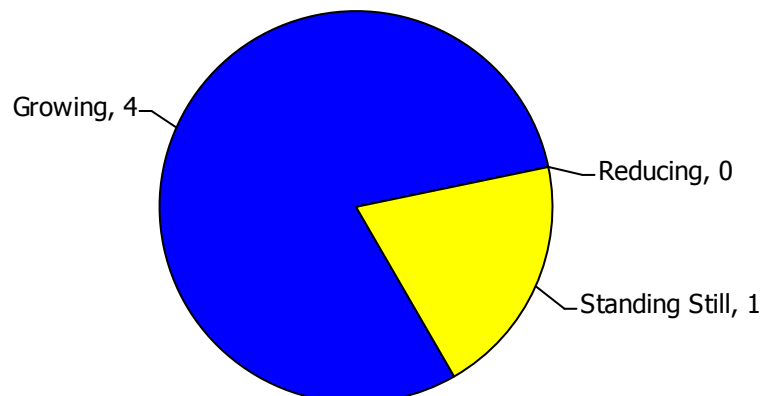
- 1 club reported 15-30%
- 1 club reported 60%+
- 1 club reported 60%+ (100%)

Annual GENERAL INSURANCE costs

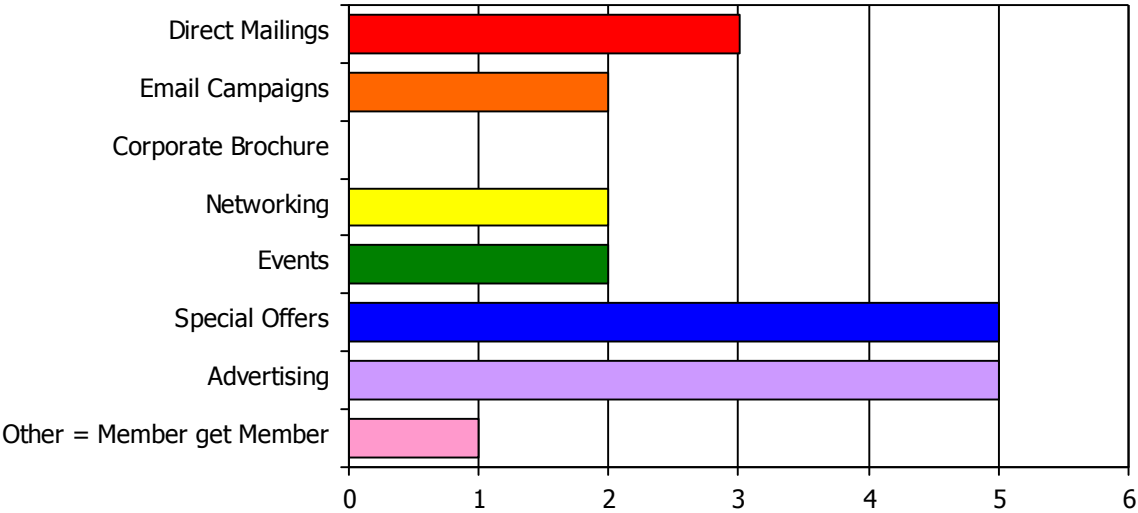


BUSINESS DEVELOPMENT

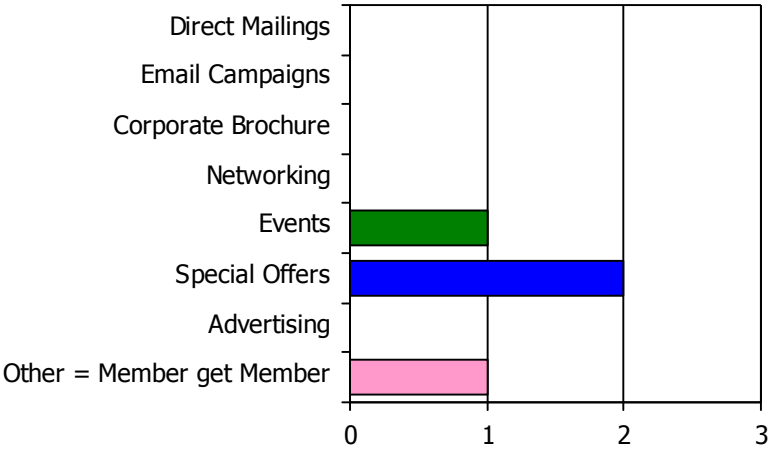
Business Position



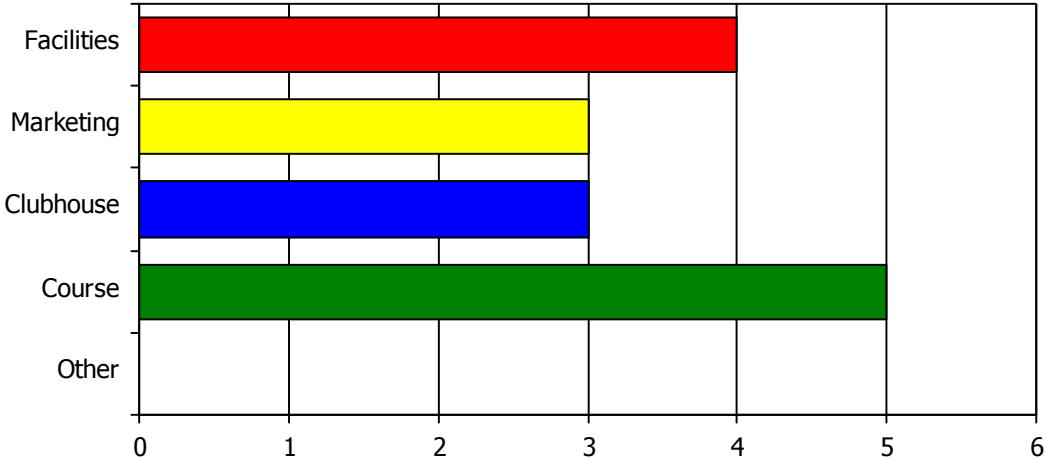
Marketing/recruitment of New Members



Most successful marketing activity



Areas where Clubs are looking to invest



2 for 1 Schemes used?

Only 2 Clubs operate a 2 for 1 scheme. 1 of the Clubs operating the scheme indicated that the scheme has generated extra income to the value of £8,500.

Members Clubs Report 2011

Commentary: The Results

The Club

Out of the 23 Members Clubs that responded, 22 were 18-hole and one was a 36-hole Club.

Turnover

The 18-hole Clubs reported turnovers ranging from £300,000 to upwards of £1million, with one Club reporting nearly £1.5 million. The 36-hole Club achieved a turnover of over £1million but did not report the actual figure.

Driving Ranges & Academy Areas

Eight Clubs reported having a driving range all but one providing an indication of income, the majority of which achieve up to £5,000. One Club bucked the trend with an income level of £10,000 to £15,000.

Out of the seven Clubs that reported having an Academy Area only two provided figures on income. The reported income figures of £1,000 and £22,000 provide little, if any, indication of the overall income levels being experienced.

PGA Professionals

33% of Clubs that have a PGA Professional indicated a retainer level of £2,000-£2,500 per month. Both the £1,500-£2,000 and £2,500+ retainer levels were reported by 24% of Clubs. Based on this split we can assume that the average level is £2,000.

An increase on last years 56%, this year 86% of reporting Clubs include free premises and a retainer as part of the remuneration package.

Just over half of the Clubs (52%) pay commission to their professionals at a level averaging out at 7.5%.

The PGA Professionals are expected to perform a number of duties for their Club. Three key duties were identified by all responding Clubs: collect green fees; manage ProShop; and, provide tuition.

Playing Members

Last year 39% of Clubs reported playing numbers within the 500-700 bracket compared to 52% this year. This growth in numbers is supported by the reduction of Clubs reporting 100-500 playing members, which has dropped this year to 26% compared to 34% last year. There are also some Clubs boasting 700+ playing members (22%).

74% of responding Clubs agree on having a maximum limit of playing members with 75% recommending 500-700 as the maximum. 25% recommend even higher numbers of 700+. We still believe that around 600 is a good target for an 18-hole Club.

Social Members

Encouraging social membership remains a good way to increase revenue which is why this years figures are a little concerning. Last year 22% reported social membership levels of 100-150 but none reported such levels this year. Instead, there appears to be more Clubs reporting lower levels of 50-100 social membership (65% in 2011 compared to 48% in 2010).

Membership Breakdown

I think it is fair to say that the highest number of Members fall into the 50+years age group. This was an area that Members Clubs were looking at reducing. However, the survey shows that this remains the largest group with 50% of responding Clubs with 300-500 Members aged 50+years. 27% of responding Clubs have 300-350 Members in the 50+years age range, some (18%) have over 500.

The 35-50years age group is the second largest group, as you would expect to find in most Clubs, with 45% reporting membership numbers of 100-150. Responding Clubs with 150-200 Members account for 18% with the same percentage (18%) of Clubs have 50-100 Members in this age range.

It is interesting to note that this year membership levels in the Under20years age bracket are slightly higher than those in the 20-35years bracket. 59% of Clubs report the Under20years group as accounting for 50-100 members while only 19% of Clubs report the same level of membership for the 20-35years group. 62% of Clubs report that the membership levels of the 20-35years group is only 25-50.

The majority of reporting Clubs (77%) have upwards of 350 Gentlemen players. In fact 36% have over 500. Lady Members average out at around 100 with 68% of Clubs reporting Lady membership levels of 50-150. Junior players seem to be slightly up on last year, reflected in the Under20years figures above, with 50% of Clubs reporting membership figures of 50-100.

6 Clubs have reported having a waiting list which is a one hundred percent increase in last year. In general most Clubs are open without restriction. This increase in interest in joining the Clubs is reflected in the waiting time. In recent years the waiting time has been 1-2 months or less in most cases, however this year sees waiting times of over 12 months, with one Club reporting 2-3 years!

Subscriptions

This year, membership fee levels start from £600 compared to £500 last year. This upward trend is highlighted by 62% of responding Clubs reporting subscriptions of £1,000 to £1,500+.

The Clubs that reported Social Membership this year are nearly identical to last year with 62% indicating fees of £50-£150 (61% in 2010).

Entrance Fees

74% of Clubs still have entrance fees. Last year four Clubs linked the level of their fee to the age of the membership. This year six Clubs have indicated that age is a key factor. Those Clubs with an entrance fee have indicated that the fee level will remain static next year, apart from one Club that intends to increase the fee by 50%.

This year the top factors impacting on entry fees are demand (11 votes), membership levels (9 votes), competition (7 votes), and market levels (7 votes). Last year age was regarded as the most important factor but it only received 6 votes this year, along with location which only received 4 votes this time round.

Green Fees

As we found last year Members Clubs all tend to be charging more for their green fees than Proprietary Clubs, often more than double. A third of Clubs report green fees income levels at £40,000-£60,000 with 48% reporting figures between £60,000 and £100,000.

Society Costs

Society costs for 18-hole Members Clubs appear to be inline with the society costs of 18-hole Proprietary Clubs. As you would expect the more holes the higher the costs, but some reported figures are double that for the same number of holes at Proprietary Clubs.

Society Income

53% of reporting Members Clubs have income levels of £20,000-£60,000, which is roughly the same as their Proprietary counterparts. 19% of Members Clubs have reported £80,000 to £120,000 income levels with one Club reporting over £120,000.

Bar Revenue and Activity

On a par with last years figures, 67% of Members Clubs are achieving revenue streams of £100,000 to £200,000 compared to 80% in 2009. It is disheartening to see that 24% of Clubs are still achieving revenue below £100,000.

Staffing Numbers

Staff numbers, as you would expect, are different for all Clubs although there does seem to be some consistencies where numbers are given. There remains a high level of casual bar staff and full time golf course staff. This year there is a definite increase in numbers of full time administration staff with one Club reporting 12 members of staff in this role.

Surplus/Deficit

Most of the reporting Clubs, 63%, report surplus figures with the highest surplus up on last years reported £99,000 at £118,000. There is a reported deficit figure of nearly £54,000 for one Club.

VAT Recovery

VAT recovery for Golf Clubs is an area in which we can really help. Disappointingly 50% of Clubs are still only recovering 30% to 45%, about the same as last year (52%). 22% of Clubs are recovering 45% to 60%, which is down on last year (30%). Only one Club reported 60%+ recovery, stipulating 100%.

Annual General Insurance Costs

65% of Members Clubs this year reported their annual general insurance costs as being £5,000 to £10,000, compared to only 48% of Clubs last year.

Growth

Our survey shows that 33%, a rise on last years 25%, believe that they are growing, with 48% standing still and 19% reducing. The number of Clubs reporting that they are reducing is a massive increase on last years 4%. With a reduction in Clubs standing still from 71% last year, can we assume that some of those standing still in 2010 now find themselves reducing?

Most Clubs are carrying out marketing activities to encourage new members. The top marketing activities this year are networking (71%), advertising (43%) and use of a corporate brochure (43%).

In terms of investments, 80% of Members Clubs are looking to invest in the Clubhouse, 75% in the Course (compared to 91% last year). One Club is looking to invest in a permanent Marketing member of staff.

Members Clubs: Graphs & Tables

23 Member Clubs took part in the 2011 Golf Survey. The results from these Member Clubs only are detailed below.

N.B Not all of the 23 Clubs provided answers to all questions.

THE CLUB

Total turnover for the club (£):	Number of holes	Total number of rounds played annually
£700,000.00 - £900,000.00	18 Holes	-
£1million +	18 Holes	30,000 - 35,000
£700,000.00 - £900,000.00	18 Holes	35,000 - 40,000
£1million +	18 Holes	45,000 +
£700,000.00 - £900,000.00	18 Holes	25,000 - 30,000
£700,000.00 - £900,000.00	18 Holes	35,000 - 40,000
£1million + (£1,480,626)	18 Holes	35,000 - 40,000
£1million + (£1.3 million)	18 Holes	35,000 - 40,000
£700,000.00 - £900,000.00	18 Holes	-
£700,000.00 - £900,000.00	18 Holes	20,000 - 25,000
£900,000.00 - £1million	18 Holes	35,000 - 40,000
£300,000.00 - £500,000.00	18 Holes	20,000 - 25,000
£500,000.00 - £700,000.00	18 Holes	30,000 - 35,000
£1million + (£1.2 million)	18 Holes	30,000 - 35,000
£1million +	36 Holes	35,000 - 40,000
£500,000.00 - £700,000.00	18 Holes	30,000 - 35,000
£1million + (just above)	18 Holes	25,000 - 30,000
£1million + £1,000,584.00	18 Holes	20,000 - 25,000
£500,000.00 - £700,000.00	18 Holes	30,000 - 35,000
£700,000.00 - £900,000.00	18 Holes	-
£700,000.00 - £900,000.00	18 Holes	-
-	18 Holes	-
£500,000.00 - £700,000.00	18 Holes	25,000 - 30,000

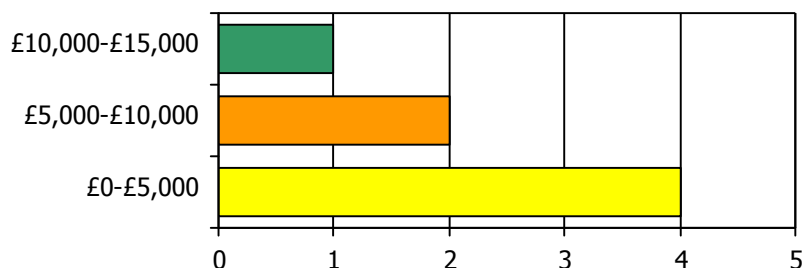
Number of Holes on Course

22 Clubs have 18 Hole golf courses. 1 Club is a 36 Hole golf course

Driving Range

8 out of the 23 responding Clubs had Driving Ranges.

7 provided income figures for their Driving Range areas:



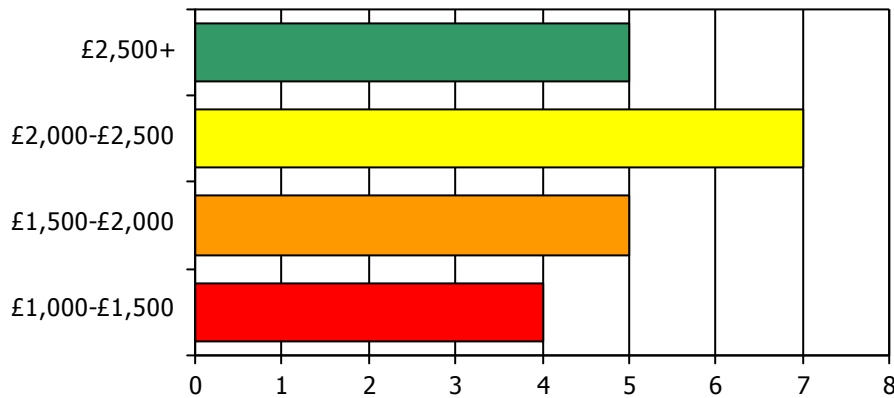
Academy Area

7 out of the 23 responding Clubs had an Academy Area.

2 Clubs provided income figures: £1,000 and £22,000.

PGA Professionals

Level of Professional Retainer



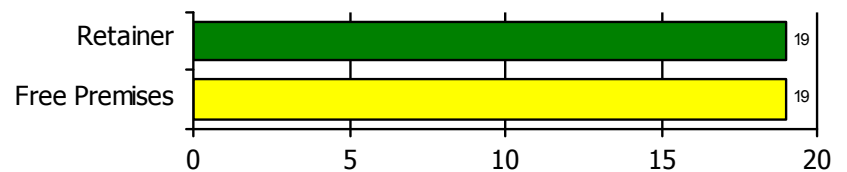
Pay commission on Green Fees

12 of the 23 responding clubs indicated that they paid commission on green fees.

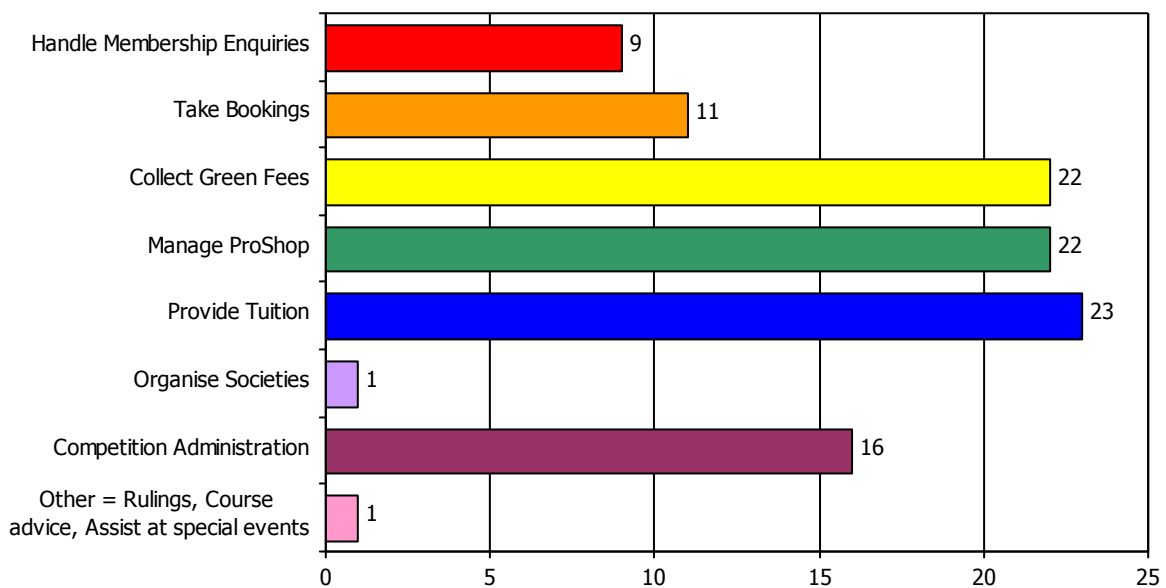
Percentage (%) paid as commission on Green Fees

% Paid as Commission on Green Fees	
5%	4
7.5%	2
10%	5
25%	1

Remuneration for the PGA Professional

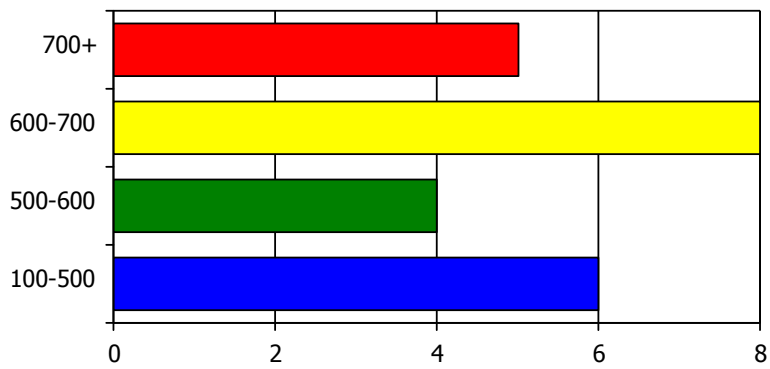


Duties the PGA Professional are expected to perform for the Club as reported by respondents.



MEMBERSHIP

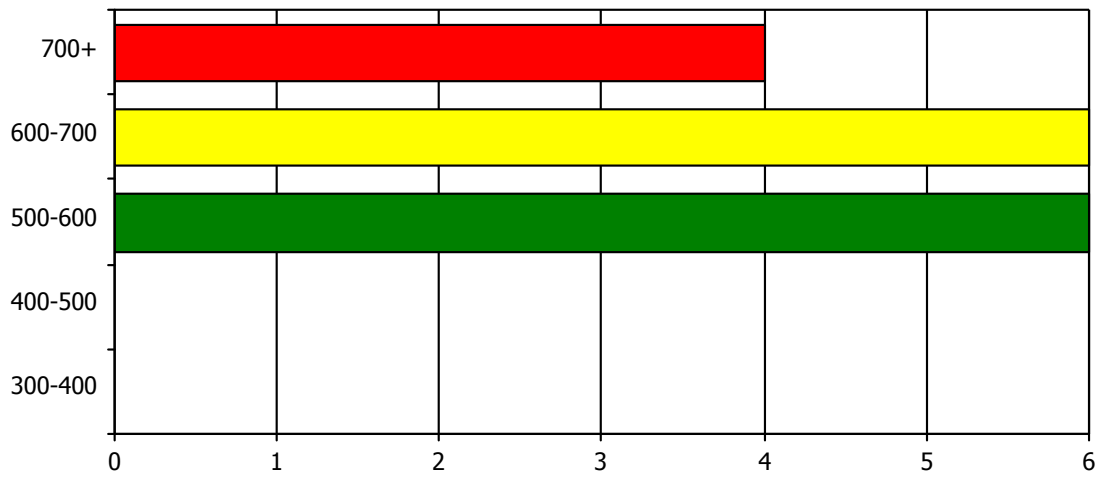
Number of PLAYING Members



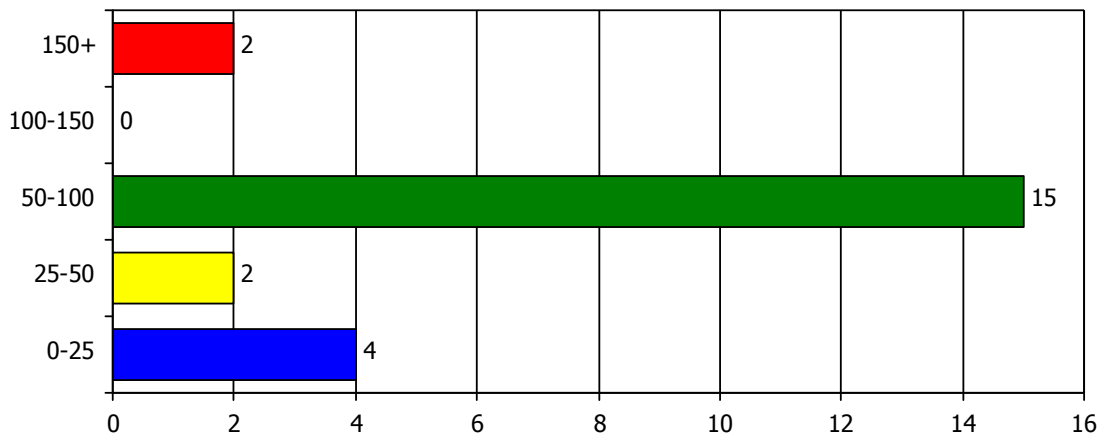
Suggested Maximum LIMIT of Playing Members

17 of the 23 responding Member Clubs would suggest a maximum limit of playing members:

Recommended LIMITS of Playing Members



Number of SOCIAL Members



MEMBERSHIP BREAKDOWN

(Blanks or incomplete entries have been removed) Membs = Members

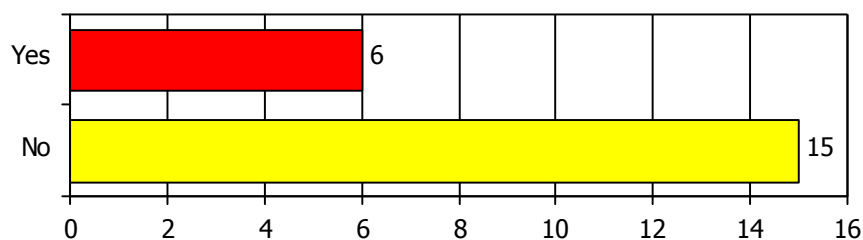
No. of Members in Age Brackets				
	Up to 20 yrs	20-35 yrs	35-50 yrs	50+ yrs
1	50-100 Membs	50-100 Membs	100-150 Membs	500+ Membs
2	50-100 Membs	50-100 Membs	100-150 Membs	500+ Membs
3	50-100 Membs	25-50 Membs	200-250 Membs	300-350 Membs
4	50-100 Membs	25-50 Membs	150-200 Membs	500+ Membs
5	0-25 Membs	25-50 Membs	50-100 Membs	50-100 Membs
6	50-100 Membs	50-100 Membs	300-350 Membs	300-350 Membs
7	50-100 Membs	0-25 Membs	100-150 Membs	350-400 Membs
8	25-50 Membs	25-50 Membs	100-150 Membs	300-350 Membs
9	25-50 Membs	25-50 Membs	50-100 Membs	200-250 Membs
10	100-150 Membs	25-50 Membs	150-200 Membs	300-350 Membs
11	25-50 Membs	25-50 Membs	100-150 Membs	150-200 Membs
12	50-100 Membs	50-100 Membs	100-150 Membs	300-350 Membs
13	50-100 Membs	-	25-50 Membs	500+ Membs
14	50-100 Membs	100-150 Membs	250-300 Membs	300-350 Membs
15	25-50 Membs	0-25 Membs	100-150 Membs	250-300 Membs
16	25-50 Membs	25-50 Membs	150-200 Membs	250-300 Membs
17	50-100 Membs	25-50 Membs	100-150 Membs	400-500 Membs
18	50-100 Membs	25-50 Membs	150-200 Membs	350-400 Membs
19	0-25 Membs	25-50 Membs	100-150 Membs	100-150 Membs
20	25-50 Membs	25-50 Membs	50-100 Membs	400-500 Membs
21	50-100 Membs	0-25 Membs	100-150 Membs	400-500 Membs
22	50-100 Membs	25-50 Membs	50-100 Membs	250-300 Membs

No. of Players in Player Groups			
	Juniors	Ladies	Gents
1	50-100 Players	100-150 Players	500+ Players
2	50-100 Players	100-150 Players	500+ Players
3	100-150 Players	100-150 Players	400-500 Players
4	50-100 Players	150-200 Players	500+ Players
5	25-50 Players	25-50 Players	150-200 Players
6	50-100 Players	150-200 Players	500+ Players
7	50-100 Players	150-200 Players	350-400 Players
8	25-50 Players	100-150 Players	400-500 Players
9	25-50 Players	25-50 Players	250-300 Players
10	50-100 Players	100-150 Players	350-400 Players
11	25-50 Players	100-150 Players	150-200 Players
12	25-50 Players	50-100 Players	500+ Players
13	25-50 Players	100-150 Players	500+ Players
14	50-100 Players	150-200 Players	500+ Players
15	25-50 Players	50-100 Players	350-400 Players
16	25-50 Players	50-100 Players	350-400 Players
17	50-100 Players	50-100 Players	400-500 Players
18	50-100 Players	50-100 Players	500+ Players
19	25-50 Players	25-50 Players	300-350 Players
20	0-25 Players	50-100 Players	350-400 Players
21	50-100 Players	100-150 Players	400-500 Players
22	50-100 Players	50-100 Players	250-300 Players

Lady Member Restrictions			
	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:
1	No	No	Some closed categories Cannot play at certain times
2	No	No	No
3	No	No	Cannot play at certain times
4	No	No	-
5	No	No	-
6	No	No	Some closed categories
7	No	No	-
8	No	No	-
9	No	No	-
10	No	No	-
11	No	No	-
12	No	No	-
13	No	No	No
14	No	No	-
15	No	No	-
16	No	No	-
17	No	No	-
18	No	No	-
19	Yes	No	No
20	No	Yes	Cannot play at certain times
21	No	No	Cannot play on certain days Cannot play at certain times
22	No	No	-

Waiting Lists

6 Clubs have a waiting list.



3 Clubs provided further information about their waiting lists:

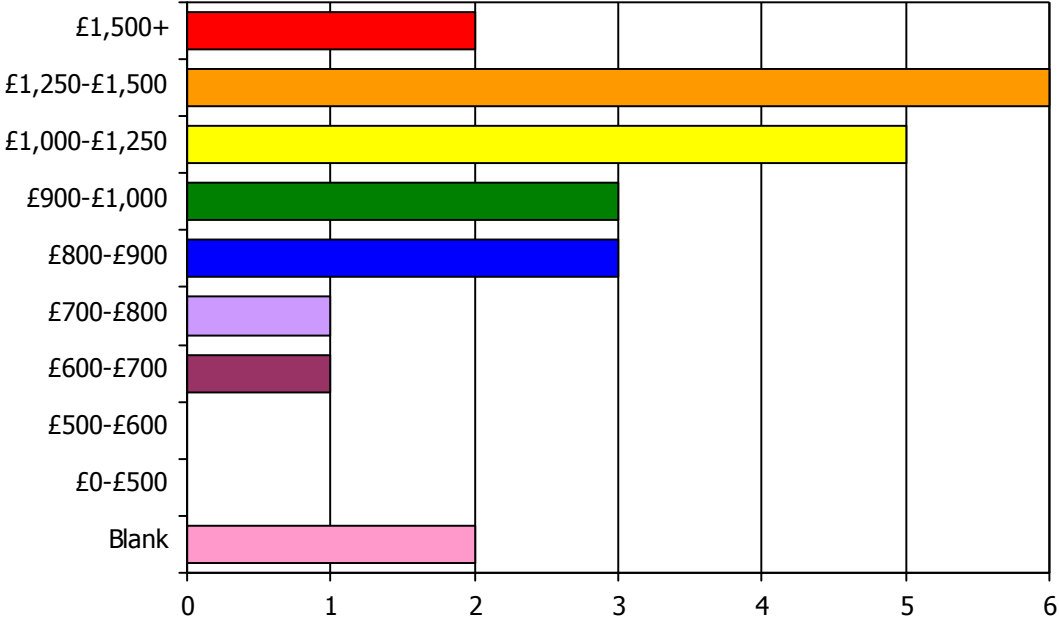
1. In certain categories
2. Yes (for Full 7-day)
3. Yes in 2012

Numbers on Waiting List	Average Waiting time for Membership:
50	18 months
20	1 year
277 (men)	2-3 yrs (men)
20 (ladies)	0-12 mths (ladies)
51 (juniors)	2 years (juniors)
10	1 year
Total 23	4-6 months
-	6 weeks

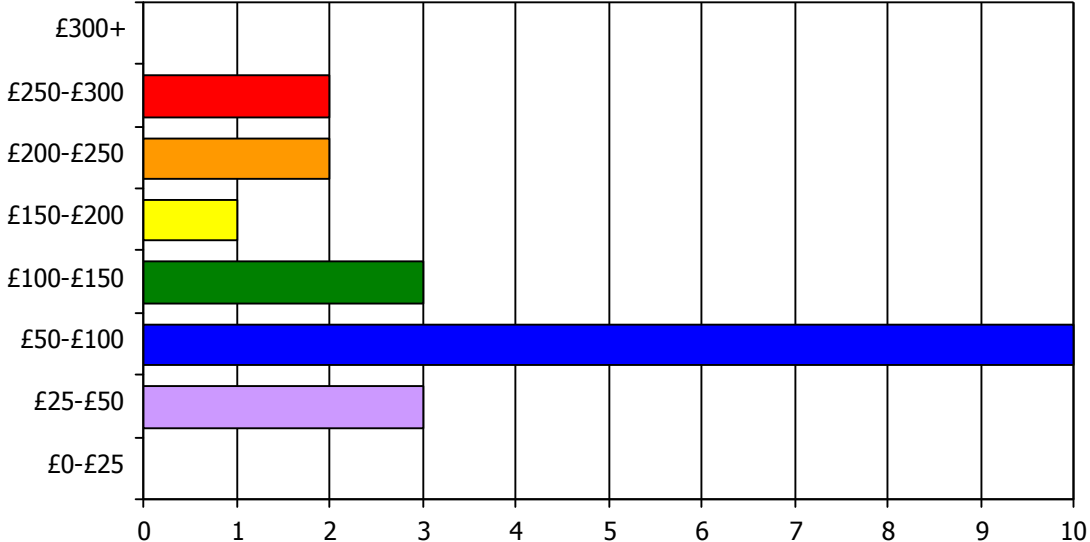
SUBSCRIPTIONS

Levels of Subscription for:

Standard PLAYING members level of subscription



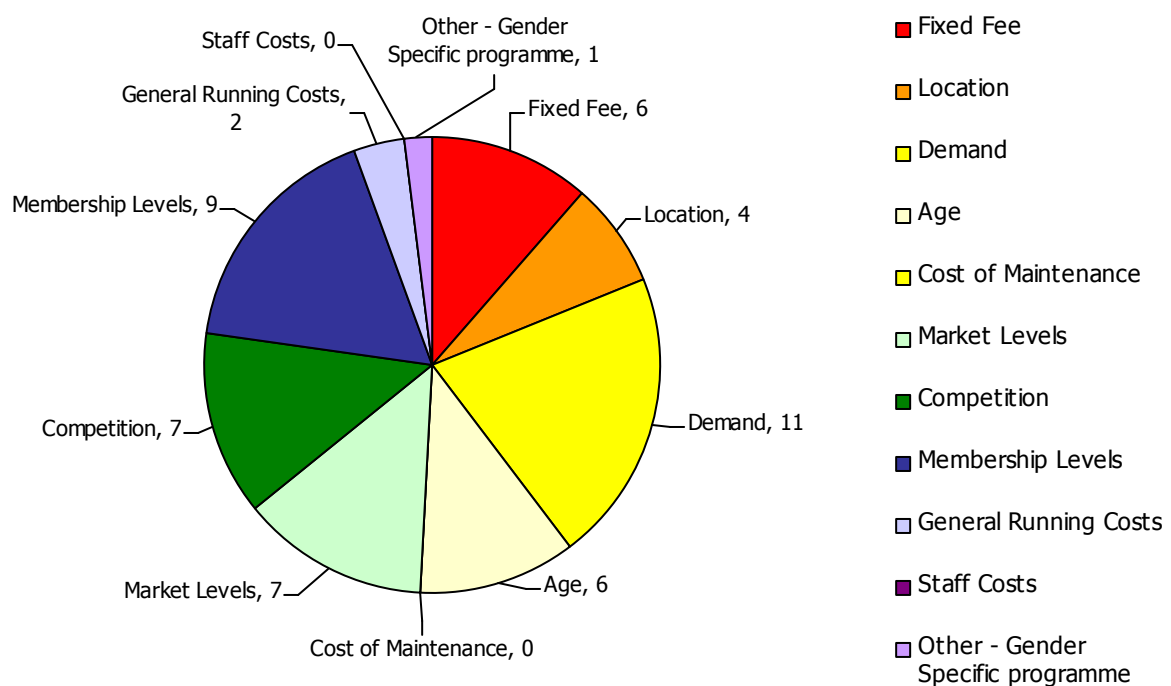
SOCIAL members level of subscription



JOINING ENTRY FEES

	Yes – Current Charge	Yes – Future Charge
1	£2,528.00	£2,528.00
2	£2,100.00	-
3	£1,000.00	£1,500.00
4	£800.00	£800.00
5	£4,000.00	-
6	£2,000.00	£2,000.00
7	£1,000.00 7 day, £500.00 5 day	-
8	£1,250.00 + shares £485.00	-
9	£600.00	-
10	£1,670.00	-
11	£500.00 - £2,500.00 on age	£500.00 - £2500.00 on age
12	£500.00	-
13	£1,500.00	£1,500.00
14	£600.00/£350.00	£600.00/£350.00
15	£1,000.00	£1,000.00
16	£2,950.00	£2,950.00
17	£600.00	-

Factors impacting on entry fees

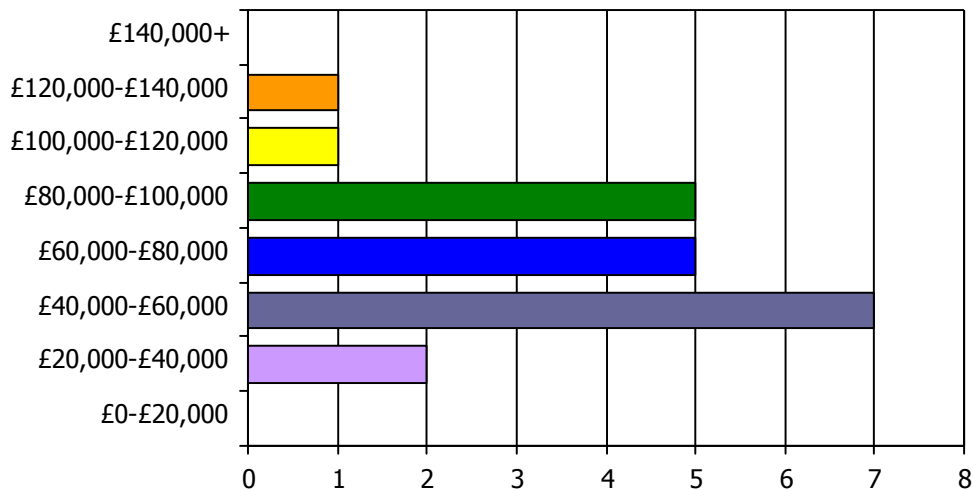


GREEN FEES

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

Weekdays WITH	Weekdays WITHOUT	Weekend WITH	Weekend WITHOUT	All Day WITH	All Day WITHOUT
£22.00	£55.00	£22.00	n/a	£40.00	£75.00
£25.00	£50.00	£25.00	£55.00	£25.00	£60.00
£26.00	£40.00	£30.00	£50.00	-	£55.00
£20.00 - £25.00	£32.00 - £40.00	£20.00 - £25.00	£32.00 - £40.00	£25.00	£40.00
£15.00	£32.00	£20.00	£40.00	n/a	n/a
£25.00	£65.00	£25.00	-	£25.00	£75.00
£22.00	£45.00	£22.00	£50.00	£30.00	£60.00
£22.00	£39.00	£22.00	N/A	-	£55.00
£17.00	£28.00	£17.00	£34.00	n/a	n/a
£22.50	£45.00	£25.00	£50.00	-	-
£18.00	£36.00	£18.00	£36.00	£18.00	£36.00
£27.00	£44.00	£27.00	N/A	£27.00	£44.00
£30.00	£55.00 West £85.00 High	£35.00	£85.00 West £125.00 High	£55.00	£115.00 midweek only
£19.00	£33.00	£22.00	£37.00	£19.00	£40.00
£18.00	£40.00	£25.00	n/a	£60.00	n/a
£25.00	£50.00	£30.00	n/a	£30.00	£65.00
£22.00	£33.00	£30.00	N/A	£22.00	£40.00
£20.00	£35.00	£30.00	N/A	N/A	N/A
£20.00	£50.00	£22.50	£60.00	-	-
£15.00	£55.00	£20.00	£60.00	£25.00	£70.00
£23.00	£33.00	£28.00	£38.00	£35.00	£45.00

Levels of INCOME from Green Fees per annum

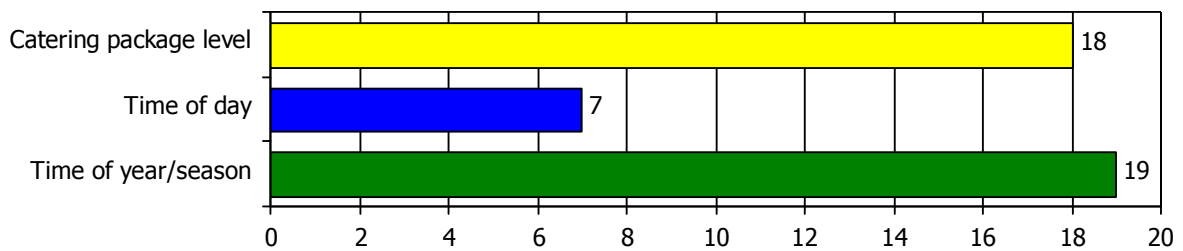


SOCIETY RATES

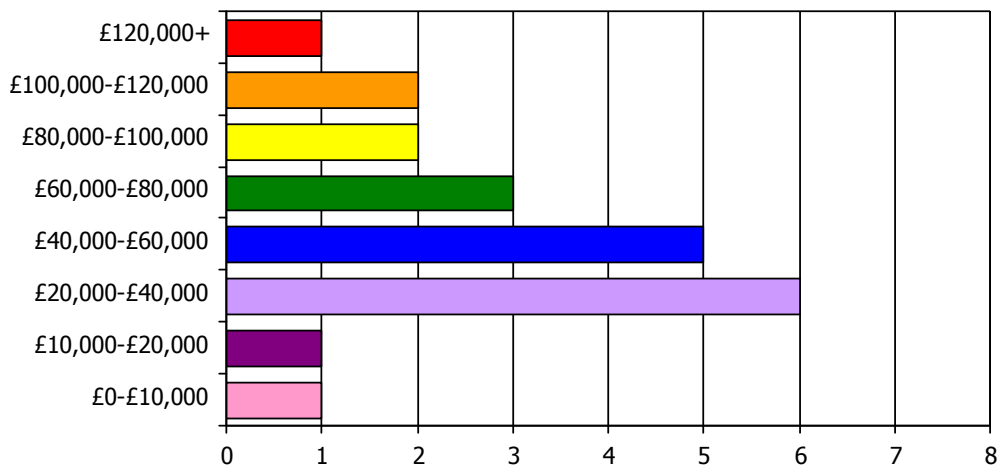
6 Clubs reported that the number of rounds played by Societies increased compared to last year.

Rounds played by Societies Estimated number last year	Has this increased when compared to the previous year?
1500	No
1800	Yes
3500	Yes
2350	No
less than 2009-10	No
2000	Yes
Very difficult to calculate	No
-	No
750	Yes
-	No
500 (i.e.500 individuals)	No
2000	No
3000	Yes
15,000	No
600	No
1600	-
1500	No
1550	No
Uncertain	No
1520	No
1400	No
2500	Yes

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
-	£67.00	£84.00	£103.00	-
-	£65.00	£75.00	£85.00	-
-	£60.00	£70.00	£80.00	-
Not available	£41.00 - £51.00	£49.00 - £73.00	£49.00 - £73.00	Not applicable
n/a	£56.00	£62.00	£72.00	0
-	£95.00	£100.00	£105.00	yes
-	£58.00	£65.00	£78.00	-
-	£61.00	£73.00	£73.00	-
n/a	£31.00	£47.00	£56.00	-
-	£67.00	£77.00	-	-
-	£25.00 - £30.00	-	-	-
N/A	£36.00 +food	£36.00 +food	£36.00 +food	-
N/A	£59.00	£67.00	£75.00	Lots of different packages
-	From £95.00	-	£120.00 - £155.00	-
N/A	£32.00	£34.00	£52.00	-
n/a	£40.00	£45.00	£60.00	-
-	£49.00	£65.00	£65.00	£68.00/£88.00
-	£35.00+	£45.00+	£55.00+	-
N/A	£30.00	£35.00	£40.00	-
-	£57.50	£69.00	£69.00	-

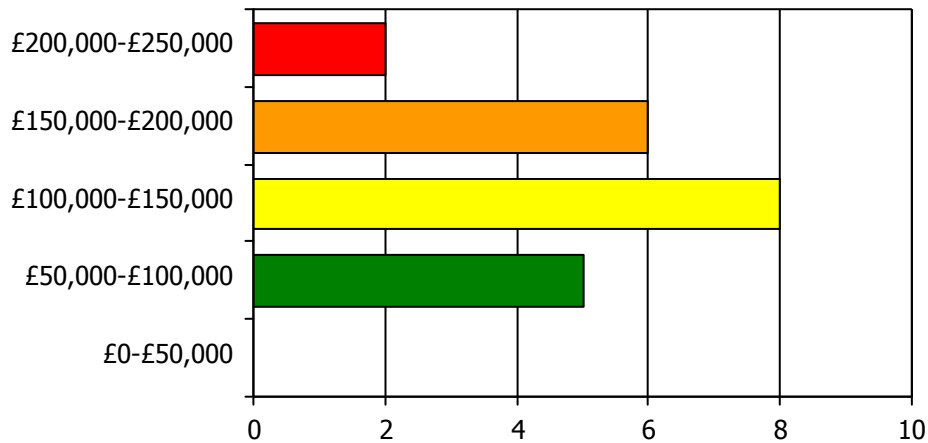
FACILITIES

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
-	15% of catering fee	-	-	yes
0	0	325	3.50	In House
0 to £150	0 to £150	As below	£4-5 per head	Not charged
0	250	450>7pm 950<7pm	3.75	yes
0	0	varied	varied	-
Free	Free	Not available to non-members.	-	-
-	up to £200.00	-	-	-
400.00	-	800.00	-	-
0	£5 per head for non members	-	-	Yes
nil	nil	from £200.00	£15 to £30 depending on food	-
depends on function	depends on function	depends on function	-	-
150	150	250	-	-
No charge	-	£200 - £2,750	-	-
£50	-	£150	-	YES
n/a	10% service charge on catering costs	up to 250.00	n/a	n/a
0	150	250-750	-	yes
-	-	N/A	2.50	-
Nil	Nil	250 - 500	2 - 2.50	Yes
£0	£100	n/a	n/a	£0

Bar Revenue & Activity

Annual amount of revenue from BAR USAGE



Gross Margin on bar activity (£)	Net Profit Margin (£)	Rateable Value (£)	Rate Cost (£)
£81,606.00	£19,260.00	-	£59,700.00
£74,000.00	£68,000.00	£119,000.00	£51,527.00
65%	-	-	-
£43,000.00	-£4,500.00	£96,000.00 (for whole Club)	0.426 Rate Multiplier
£30,000 (55%)	£25,000.00	£125,000.00	£25,000.00 (CASC)
£84,386.00	£5,090.00	£140,000.00	-
£97,000.00	£24,500.00	-	-
£64,055.00	£8,499.00	£118,000.00	£51,094.00
£35,668.00	£33,027.00	£109,000.00	£13,500.00
55%	-	£123,000.00	£53,259.00
£35,000.00	-	£65,000.00	£27,500.00
£60,000.00	£10,000.00	-	-
£137,000.00	£35,000.00	£48,000.00	£9,600.00
£345,000.00	£226,000.00	£312,500.00	£135,000.00
56%	16%	£78,500.00	£6,798.00 (CASC CATEGORY)
£70,000.00	£23,000.00	£87,500.00	£40,000.00
59%	29%	£162,000.00	£70,146.00
£46,018.00	-11%	-	-
60%	-	£130,000.00	£56,000.00
£35,000.00	-	-	-
52.8%	-	£121,000.00	£50,075.00

The Club House

Club Maintenance Costs

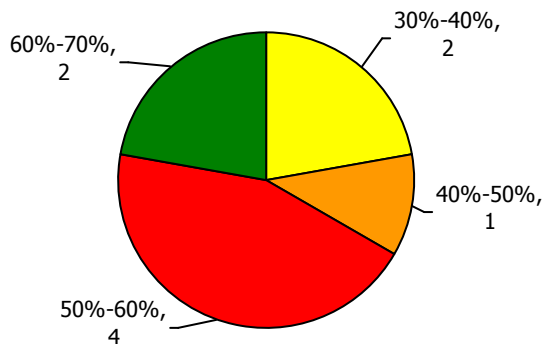
Catering Revenue

Club Maintenance Costs (£)	Wages Level for Club House Staff (£)	FRANCHISE Caterers at the Clubs	NOT FRANCHISE Profit Margin on Catering revenue	OWN CATERING Facilities Revenue levels (£)
£88,000.00	£42,867.00	Yes	-	-
£31,375.00	£130,735.00	Yes	-	-
£50,000.00	£190,000.00	No	60% - 70%	£200,000.00 - £250,000.00
£42,000.00	£65,000.00	Yes	-	-
£20,000.00	£186,000.00	Yes	-	-
£69,000.00	£79,296.00	No	30% - 40%	£200,000.00 - £250,000.00
£30,000.00	£203,000.00	No	50% - 60%	£200,000.00 - £250,000.00
£65,000.00	£50,000.00 bar staff	Yes	-	-
£14,500.00	£158,000.00	Yes	-	£0 - £50,000.00
£30,000.00	£100,000.00	No	30% - 40%	£50,000.00 - £100,000.00
?	£46,000.00	No	50% - 60%	£100,000.00 - £150,000.00
-	£180,000.00	No	40% - 50%	£100,000.00 - £150,000.00
£66,000.00	£1,050,000.00	No	60% - 70%	-
£12,000.00	-	Yes	-	-
£42,000.00	£48,000.00	No	50% - 60%	£100,000.00 - £150,000.00
£90,000.00	£30,000.00	Yes	-	-
£105,000.00	£95,000.00	Yes	-	-
£12,000.00	£106,000.00	Yes	-	-
£10,400.00	£109,000.00	No	50% - 60%	£100,000.00 - £150,000.00
?	£171,600.00	Yes	-	£50,000.00 - £100,000.00
-	£50,000.00	No	50% - 60%	£100,000.00 - £150,000.00
-	-	Yes	-	-

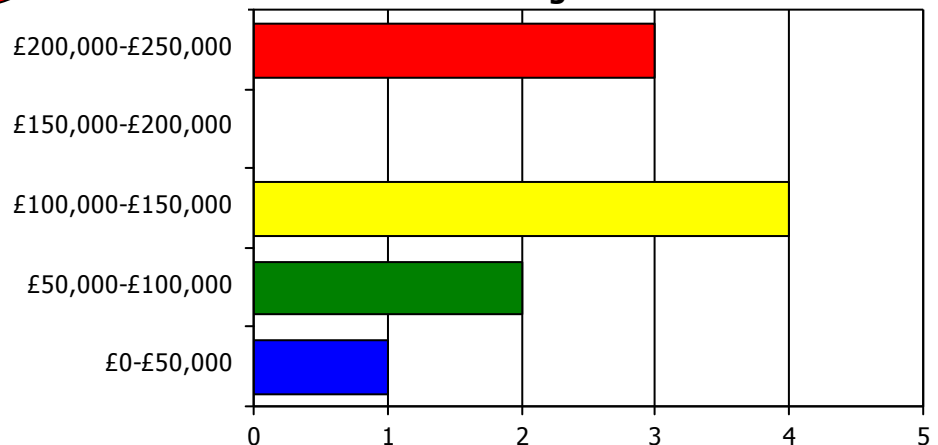
Franchise Catering

13 Clubs have Franchise catering in place.

Not Franchise - Profit Margin on Catering Revenue (%)



Own Catering – Level of Revenue



Staffing Numbers

Bar Staff		
Full Time	Part Time	Casual
1	1	3
1	2	12
2	-	3
1	1	8
2	1	2
3	-	8
3	-	4
1	1	4
2	1	4
1	6	-
-	3	1
2	-	2
1	2	10
5	-	6
1	2	2
1	3	2
3	-	5
1	2	2
2	1	N/A
1	1	3
2	-	5
2	6	-

Catering Staff Full Time		
Full Time	Part Time	Casual
n/a	-	-
-	-	-
2	1	2
0	0	0
-	-	-
3	-	1
3	1	10
-	-	-
-	-	-
-	-	-
2	-	-
2	4	6
1	3	15
33	5	-
-	-	-
0	5	5
-	-	-
2	2	8
N/A	N/A	N/A
2	4	3
-	-	-
-	-	-

Golf Course Staff		
Full Time	Part Time	Casual
8	2	2
7	2	-
6	-	-
6	0	0
6	-	-
1	1	-
6	-	-
6	-	-
5	-	-
7	-	-
3	1	-
6	0	0
7	0	0
17	-	-
4	-	-
7	0	0
7	1	-
6	-	-
6	0	N/A
6	-	-
7	1	-
4	1	-

House Staff/ Cleaners		
Full Time	Part Time	Casual
1	-	1
-	-	-
-	-	-
0	0	2
1	-	-
2	1	-
-	2	-
-	-	-
-	-	-
-	2	-
-	1 (contract)	-
1	0	0
0	1	0
6	4	-
-	-	-
0	2	0
1	1	-
-	1	-
1	1	1
1	-	-
1	-	-
-	-	-

Administration Staff		
Full Time	Part Time	Casual
3	1	-
2	-	-
2	1	-
1	3	0
2	1	-
3	-	-
2	1	-
1	2	-
2	1	1
1	2	-
1	-	-
2	0	0
2	1	0
12	5	-
2	-	-
1	2	0
1	3	-
1	1	-
2	0	N/A
1	2	-
2	1	-
1	1	-

Utility Costs - Annual

Electricity Costs	Gas Costs	Water Costs	Combination
£26,000.00	£13,890.00	£5,100.00	-
£2,8674.00	£11,687.00	£1,313.00	-
£12,000.00	N/A	£4,000.00	Oil-£10,000.00
-	-	£7,000.00	£28,000.00
£42,169.00	inc. in Elec	£23, 812.00	-
£16,000.00	£13,500.00	£19,000.00	-
£15,000.00	£10,500.00 Oil	£14,000.00	-
£15,000.00	£5,000.00	£3,500.00	-
-	-	-	£29,000.00
£16,000.00	£2,500.00	£2,500.00	-
£12,000.00	£8,000.00	£8,000.00	-
£21,000.00	£12,000.00	£8,500.00	-
£48,000.00	£45,000.00	£7,200.00	-
£7,312.00	£5,152.00	£7,663.00	£20,127.00
£12,000.00	£4,000.00	£4,000.00	-
£18,500.00	£10,000.00	£11,700.00	-
£15,000.00	0	£6,000.00	-
£18,000.00	£12,000.00	£8,000.00	-
£8,964.00	£13,067.00	£2,073.00	-
£5,751.00	£9,537.00	£5,937.00	-
£14,000.00	none	£4,000.00	-
£26,000.00	£13,890.00	£5,100.00	-

Course: Maintenance & Wages Costs

* Excl. Depreciation & Wages

Course maintenance	Course wages
£79,000.00	£225,000.00
£64,533.00	£205,313.00
£94,000.00	£166,000.00
£77,000.00	£128,000.00
£111,107.00	£257,733.00
£138,000.00	£174,000.00
£96,000.00	£147,500.00
£104,000.00	£104,000.00
£169,000.00	£165,000.00
£25,000.00	£100,000.00
£53,000.00	£143,000.00
£140,000.00	£145,000.00
£225,000.00	£527,000.00
£67,000.00	£84,000.00
£82,500.00	£184,000.00
£134,587.00	£197,777.00
£165,000.00	£159,000.00
£17,000.00	£170,000.00
£112,000.00	£140,000.00
£92,000.00	£228,000.00
£80,000.00	£79,000.00
£79,000.00	£225,000.00

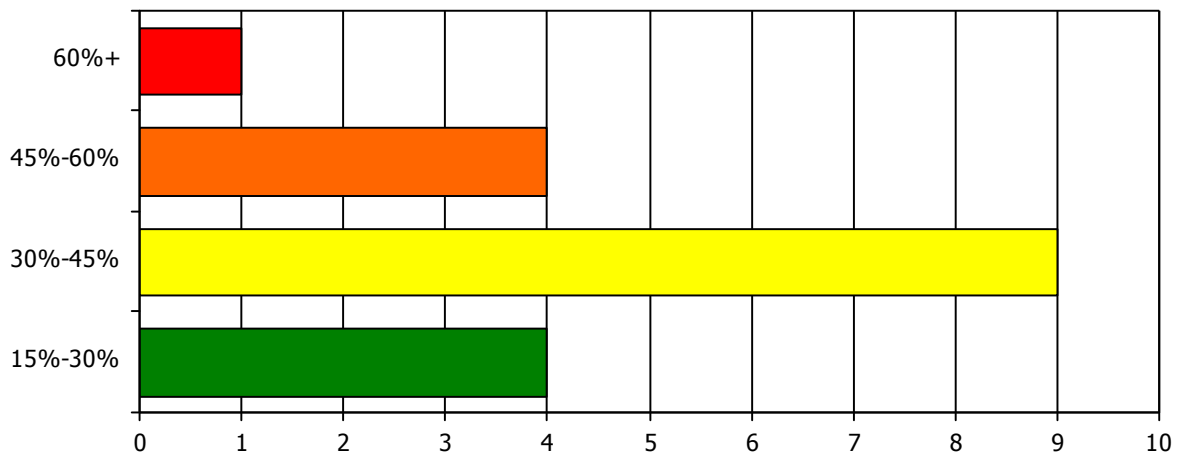
Course Costs (£)		Clubhouse Costs (£)		Grounds Costs (£)		Equipment Costs (£)	
2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13
-	-	-	-	-	-	£27,000.00	-
-	-	-	£150,000.00	-	-	-	-
£11,000.00	£10,000.00	£6,000.00	-	-	-	-	-
£15,000.00	-	£10,000.00	-	-	-	£30,000.00	£60,000.00
£87,250.00	-	-	-	-	-	£44,300.00	-
£180,000.00	-	£30,000.00	£25,000.00	-	-	£40,000.00	£30,000.00
£120,000.00	£50,000.00	£20,000.00	-	£50,000.00	-	£20,000.00	-
-	-	£70,000.00 refurbishment	-	-	-	£75,000.00	-
£50,000.00	-	£1.1 million	-	-	-	£20,000.00	-
£30,000.00	£30,000.00	0	0	0	0	£35,000.00	£35,000.00
£5,000.00	-	£12,000.00	£15,000.00	£4,800.00	-	-	-
-	-	£80,000.00	-	-	-	-	-
£35,000.00	-	-	-	-	£20,000.00	£25,000.00	£30,000.00
£20,000.00	£20,000.00	£3,000.00	£5,000.00	-	-	£18,500.00	£22,000.00
£16,000.00	£13,000.00	£28,000.00	£220,000.00	-	-	£6,000.00	£4,000.00
£5,000.00	£5,000.00	£5,000.00	£5,000.00	£5,000.00	£5,000.00	£60,000.00	£60,000.00
£12,500.00	-	£8,000.00	-	-	-	-	-
£20,000.00	£20,000.00	£30,000.00	£150,000.00	-	-	£195,000.00	£110,000.00
-	£15,000.00	-	£25,000.00	-	-	£50,000.00	£10,000.00

GENERAL

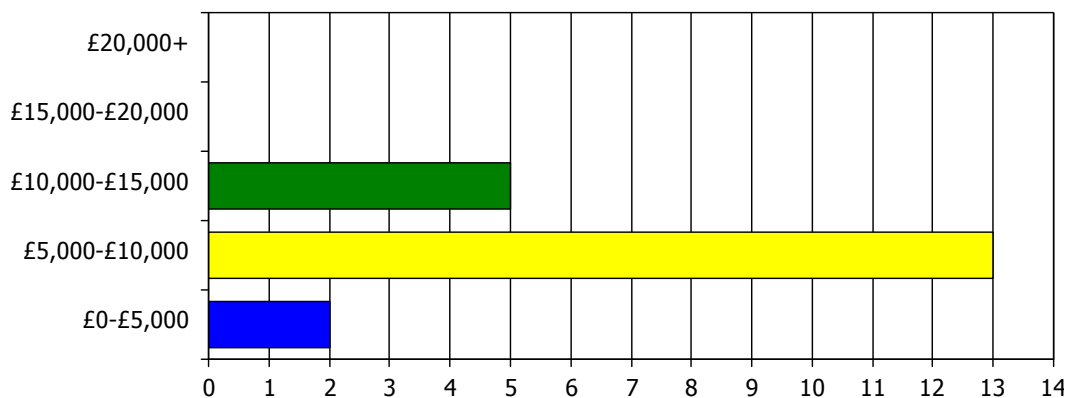
Annual Surplus/Deficit

Surplus	Deficit	Breakeven
£65,000.00	-	-
£47,592.00	-	-
-	-	0
-	£7,000.00	-
£1,200.00	-	-
£3,000.00	-	-
-	£53,800.00	-
£118,071.00	-	-
£6,000.00	-	-
-	-	-
-	-	breakeven
-	£1,597.00	-
£63,000.00	-	-
-	£24,000.00	-
£1,000.00	-	-
£1,220.00	-	-
£34,573.00	-	-
£10,182.00	-	-
-	£2,500.00	-
-	£4,471.00	-
£20,000.00	-	-

VAT RECOVERY percentage (%)

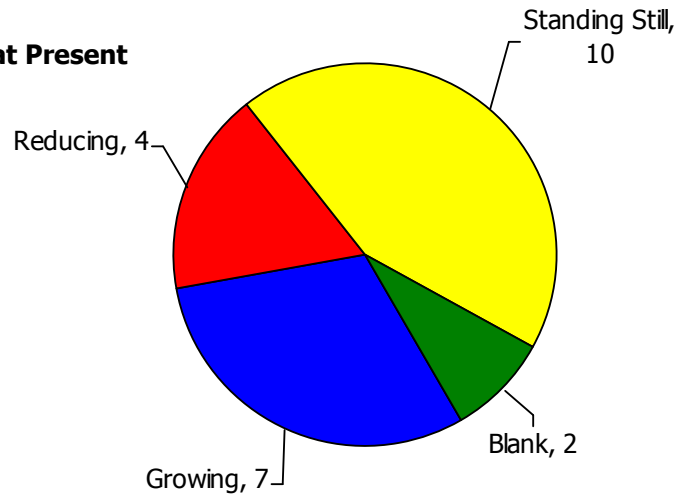


Annual GENERAL INSURANCE costs

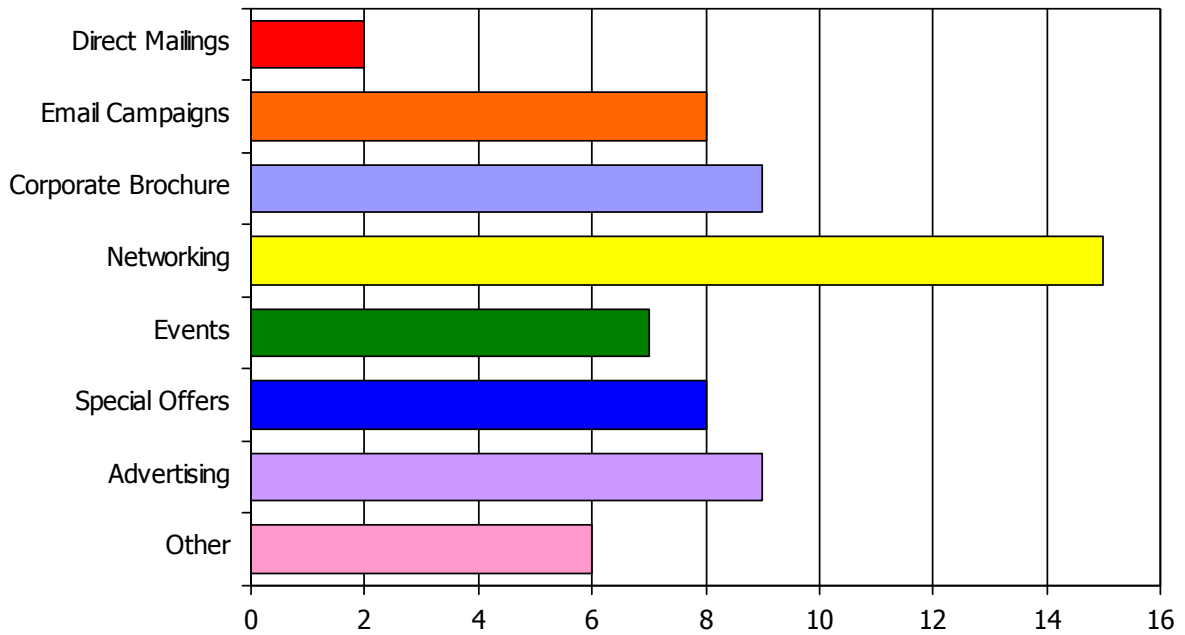


BUSINESS DEVELOPMENT

Business Position at Present

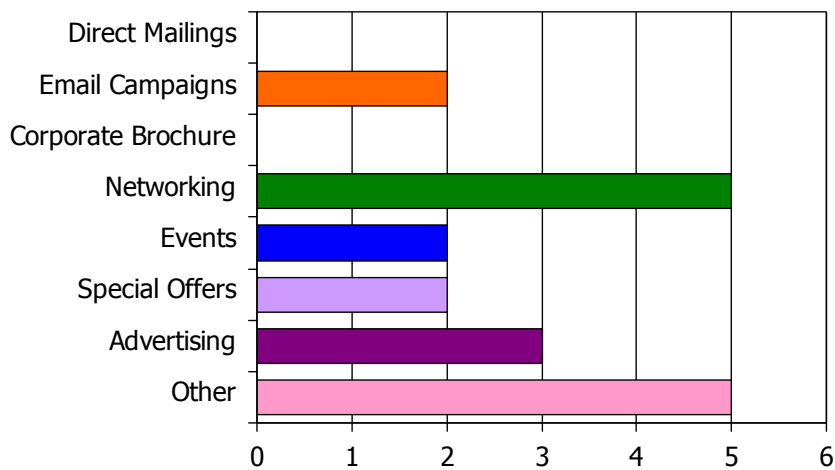


Marketing/recruitment of new members



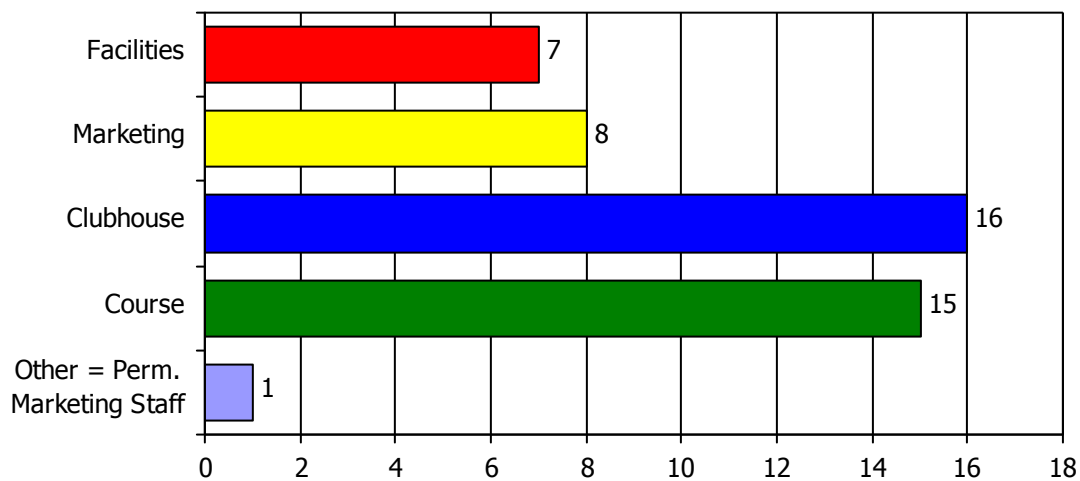
Other = Word of Mouth, Members, Website, Local driving range packages

Most successful Marketing Activity



Other = Word of Mouth, Members, Website, Local driving range packages

Areas where Clubs are looking to invest



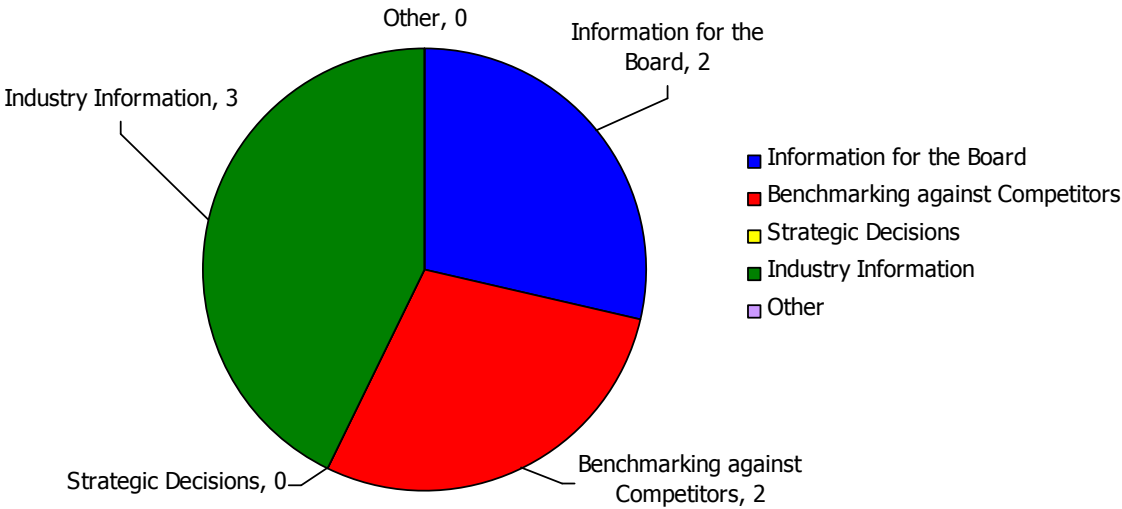
2 for 1 Schemes used?

Of the 23 responses, only 2 clubs operate a 2 for 1 scheme. The additional income this generates was indicated as £2,000 and £5,000-£7,000.

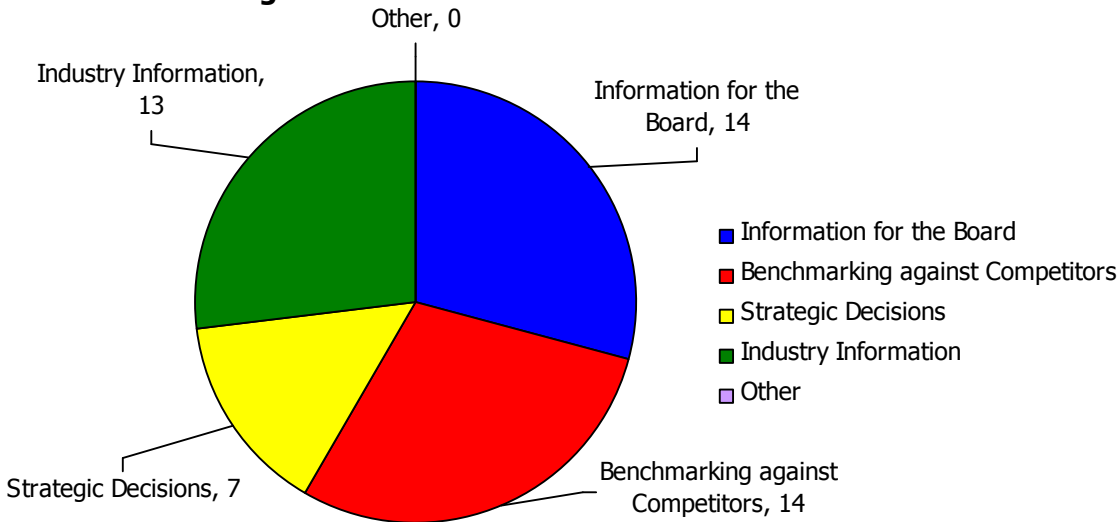
Conclusions

How the 2010 report has been used by both Proprietary & Members Clubs

Proprietary Clubs Usage



Members Clubs Usage



Perception of the 2010 Report

PROPRIETARY CLUBS	Strongly Agree	Agree	Disagree	Strongly Disagree
Good Amount of Content	0	2	2	0
Useful Document	0	4	0	0
Informative	0	4	0	0
Interesting	0	4	0	0
Of Value	0	4	0	0
MEMBERS CLUBS	Strongly Agree	Agree	Disagree	Strongly Disagree
Good Amount of Content	5	14	0	0
Useful Document	5	14	0	0
Informative	3	16	0	0
Interesting	5	14	0	0
Of Value	4	13	1	0

Future Trends and Recommendations

Whilst we are seeing some progress this is not universal across all Clubs. We believe that with the right impetus all Clubs can move forward. Some of the key areas continue to be:

1. **Margins and new Sources of Income**

There continues to be scope to improve margins for all Clubs and to expand the facilities offered and increase income.

2. **Social Members**

There are still opportunities here to utilise your facilities by encouraging Social Membership and increasing revenue for the Club.

3. **Growth**

An increased focus on marketing activities is a key feature in growing Clubs.

4. **Entrance Fees**

These appear to be on the way back as membership becomes more valued. Do not give these up without serious consideration.

We hope you find the above report interesting. Our Golf Club specialist, Robert Twydle, 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.

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