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Members’ and Proprietary Golf Clubs’ Survey

2025/26 Report

In association with

THE GCS

UK GOLF FEDERATION

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Contents

Foreword

It is my pleasure to introduce the annual Members' and Proprietary Golf Clubs' Survey from Hillier Hopkins for 2025/26. This report represents one of the most comprehensive and insightful pieces of research we have undertaken in the golf club sector, and I would like to thank the many clubs across the UK who generously contributed their time and data. Your engagement enables us to produce a report that is not only robust, but genuinely useful for benchmarking, strategic planning and informed decision-making at board and management level.

This year's survey marks an important step forward in both scope and methodology. Building on feedback from previous editions, we have refined our approach to focus more heavily on comparable averages, ratios and trend analysis, allowing clubs to assess performance and resilience in a more meaningful way. For the first time, we have been able to present average figures across a range of key metrics including subscriptions, turnover, green fee income and staffing costs alongside a wider set of financial ratios. In addition, we have introduced new areas of questioning around VAT recoverability, sustainability, water usage and governance structures. Together, these enhancements provide a clearer, more rounded picture of the operational and financial realities facing golf clubs today.

Our findings once again highlight the contrasting dynamics between members' clubs and proprietary clubs but also underline a number of shared challenges. Membership levels at members' clubs remain generally strong, with a continued increase in clubs operating waiting lists and a notable rise in junior participation. This is an encouraging long-term indicator for the game, even as many clubs report a reduction in lady membership. Proprietary clubs, meanwhile, show greater variability, with fewer reporting growth than in previous years and a reduction in the proportion with larger membership bases. Across both models, flexibility in membership structures and pricing remains an important tool in managing demand and accessibility.

Financial performance across the sector continues to be shaped by rising costs. For members' clubs, average turnover now stands at £1.5 million, with 72% generating more than £1 million annually.

Despite this, increasing cost pressures are evident, particularly in staffing and utilities. Average course wage costs rose by 9% in 2025, while course maintenance costs increased by a substantial 26%. Clubs are also anticipating further strain, with members' clubs expecting energy costs to rise by an average of 7% over the next year. Against this backdrop, it is notable that 81% of members' clubs still reported a surplus, with the average surplus increasing to £175,000 – the highest level recorded in the past four years.

Proprietary clubs face similar inflationary pressures, although their income mix differs markedly. The average turnover for proprietary clubs now stands at £2 million, yet only 47% reported turnover above £1 million. Green fee income and bar operations remain critical, with average green fee income of £380,000 and 73% of proprietary clubs generating bar revenues in excess of £150,000. However, reduced investment levels and a lower proportion of clubs reporting growth suggest a more cautious outlook across this part of the sector.

Investment and facilities continue to play a central role in member experience and commercial resilience. Two-thirds of members' clubs now operate swing studios, generating an average income of £10,500, while 82% reported driving range income in excess of £5,000 – a dramatic increase on the prior year. At the same time, sustainability is becoming more prominent, with 37% of members' clubs and 25% of proprietary clubs now operating formal sustainability programmes, and an increasing focus on water sourcing and irrigation strategies.

Governance and structure also continue to evolve. Incorporation among members' clubs has risen significantly to 74%, compared with 57% in 2024, and boards increasingly benefit from strong financial and commercial expertise. These trends reflect a sector that is becoming more professional, data-driven and forward-looking in its approach.

I hope this report serves as a valuable reference point for your club, providing both reassurance and challenge where appropriate. The depth of data now available allows clubs not only to benchmark, but to ask better questions about strategy, resilience and long-term sustainability in an unpredictable climate. As always, our specialist golf team at Hillier Hopkins would be delighted to discuss the findings and explore what they mean for your individual circumstances.

Sam Hodson
Principal

A word from our survey partners

Jeremy Ellwood, Editor of The Golf Club Secretary newsletter

If word on the golfing street is to be believed – the streets that I travel, anyway – the days of golf's Covid-inspired boom have either come to an end or are about to hit the buffers. That is certainly the feedback I'm getting anecdotally, at least.

But is it correct? Certainly, costs are rising and in many cases being passed on to members and visiting golfers at rates that some may feel are unsustainable in the marketplace, with green fees in particular attracting a lot of negative publicity. Many feel that some golf clubs are pricing certain elements of the golfing public out of the game, whether through necessity or choice.

The market will, of course, ultimately decide whether or not the scales have been tipped too far, but some of the results of the latest Hiller Hopkins Golf Club benchmarking survey make for perhaps quite interesting reading in light of that anecdotal evidence.

More members' clubs now have over 600 playing members compared to last year, including a greater percentage under the age of 18; the average number of joiners is healthily ahead of the average number of leavers; more clubs have a waiting list with considerably more people on it than last year (over twice as many); and the number of clubs charging an entrance or joining fee has continued to grow.

On the other hand, costs in many areas have, of course, risen significantly, whether utility prices, staffing costs (clubhouse staff wages were up by an eye-catching 60%) or material prices, and that continues to put pressure on membership fees and green fee rates.

So which picture is correct – the anecdotal one or the survey one? Or could it be that both are correct and that successful and healthy golf clubs are beginning to distance themselves a little more from those that are struggling in various areas.

Either way, arming yourself with as much data and information as possible before making important club decisions remains as important as ever and that is what this latest Hillier Hopkins survey provides - statistical data or information to either support or refute word on the street.

That is also where we at The Golf Club Secretary seek to help, too, with expert contributions on finance, the law, agronomy, course design and much more every month.

As ever, The Golf Club Secretary would urge all golf club managers to digest this survey fully to ensure that they are armed with all the information and data required to understand the latest trends and where the golf club market might be heading.

Douglas Poole, Chief Executive Officer of the UK Golf Federation

Again! We thank Hillier Hopkins for their Annual Report on the golf facility industry. Information is king and with our golf facility industry changing so rapidly since Covid it is essential to understand trends and changes in how golf courses and driving ranges have been operating over the last year and where the customers are! Where the income and cost fit into our businesses.

The difference between private and proprietary owner businesses is important as one is often a pathway to a longer term investment in playing and staying in the game by customers, but all golf courses have costs and many are changing rapidly as we have to cover new employment laws and invest in more staff to provide the service and quality expected by our customers.

The Hillier Hopkins Report gives the best insight to straight forward data that helps manage a golf business better. The trend shows that driving range income is up and much of this is due to investment in better technology and range services. This tech is changing how customers book their golf and shows the trend that our mobile phone will be a major part of partnering with golf over the coming years.

It’s all valuable information and a very worthy read and investment in your time for everyone working in golf facility industry in the UK.

Members’ clubs

Members' clubs' key highlights

79 clubs

This year we bring you data from 79 members' clubs across 10 regions, with 28% from London and the South East (outside of the M25). Clubs are predominantly 18-hole clubs.

63%

An increasing proportion of members' clubs have 600+ members. This year there were more junior members – 13%, compared to 8% in 2024 – but fewer lady members.

53%

An increase in the percentage of members' clubs who have a waiting list. The average number of people on waiting lists in 2025 (122) was substantially higher than in 2024 (53).

51%

A majority of members' clubs have subscription levels above the CASC £1,612 threshold – but fewer than the 55% in 2024. This may be due to the make up of clubs included in the survey. All members' clubs are also planning to increase subscription fees, on average by 5%.

72%

In 2025, 72% of members' clubs have a turnover exceeding £1 million, compared to 77% in 2024. 12% have a turnover below £600,000, compared to 3% in 2024.

78%

Of members' clubs now have annual bar revenues exceeding £150,000, a reduction from the 81% in 2024.

7%

Average energy price rises of 7% are anticipated by members' clubs over the next year – increasing from the 3% anticipated in 2024.

27%

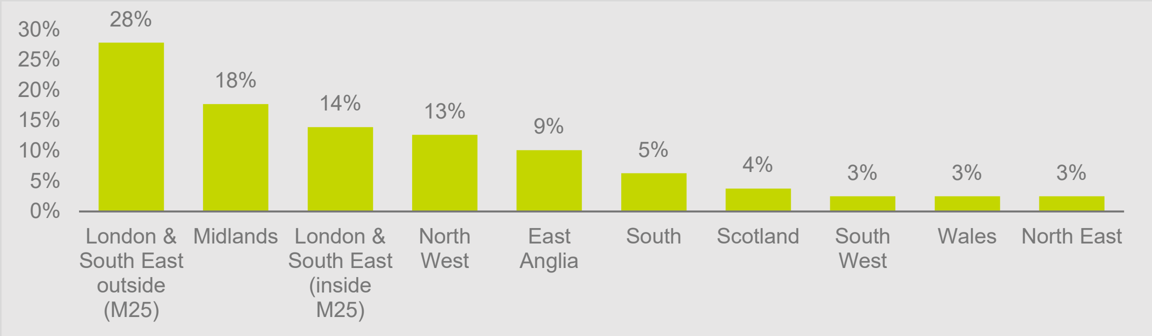
Members' clubs had an average recoverable VAT rate of 27%.

Members’ clubs’ results 2025

79 clubs, typically with 18-hole courses

This year we bring you data from 79 members’ clubs from across ten regions of the UK, with 28% from London and the South East (outside of the M25). These were predominantly 18-hole clubs (86% - identical to 2024), with 6% 9-hole, 5% 27-hole and 3% 36-hole (or more) clubs.

Residence of members’ clubs



Members’ clubs
Staffing

Staffing

Remuneration packages

This year, we are able to bring you average remuneration figures for roles, as shown below.

Typical remuneration packages

Secretary/Manager
Average: £62,000

Head Green Keeper
Average: £54,000

Steward
Average: £38,000

In comparison with previously reported remuneration packages:

- In 2025, 88% of Secretaries/General Managers earned in excess of £40,000, compared to 91% in 2024.
- In 2025, 58% of Head Greenkeepers earned in excess of £50,000, compared to 56% in 2024.
- In 2025, 79% of Stewards earned in excess of £30,000, compared to 73% in 2024.

52% of members' clubs do not have a steward (increasing from 43% in 2024).

PGA professionals with retainers

94% of members' clubs have a PGA professional – largely aligned with the 93% in 2024. These are typically (91%) paid a retainer. The level of retainer has increased very slightly since last year, with 75% earning in excess of £2,000 (73% in 2024).

Members' clubs pay an average PGA professional monthly retainer of £2,700

Fewer members' clubs pay commission to their professionals

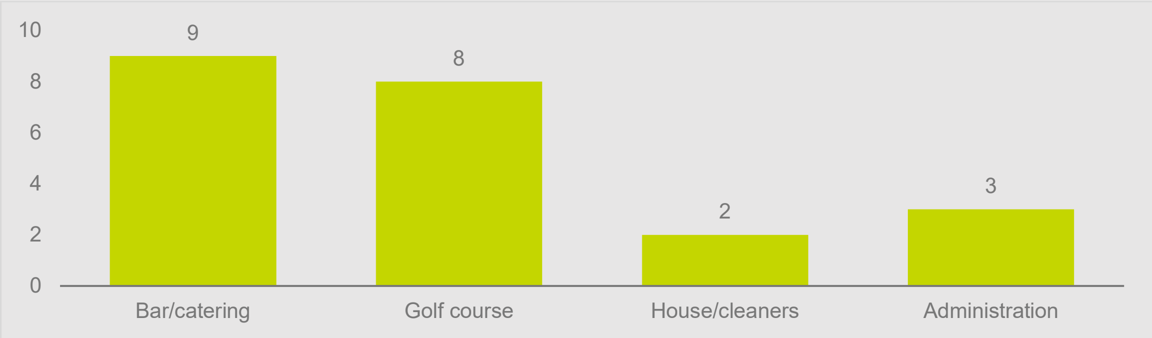
25% of members' clubs pay commission to their professional - a notable decrease from the 57% paying commission in 2024, but similar to the 23% previously reported in 2023. Actual commission rates are between 2%-12%, with 10% being the most frequent (for 25% of the professionals who receive commission). For the 21% of members' clubs where the professional pays the club a percentage of their golf lesson income, the amount is between 2%-100%.

Staff numbers at members' clubs

Always highly variable and dependent on the size and needs of each club in question, total staffing figures range from 4 to 90 across members' clubs, with an average of 20 total staff (lower than the 26 in 2024). Most clubs, being the middle 50% of clubs surveyed, ranged between 14 and 23.

Average numbers across staff roles are broken down as follows.

Average members club staff numbers



Members' clubs

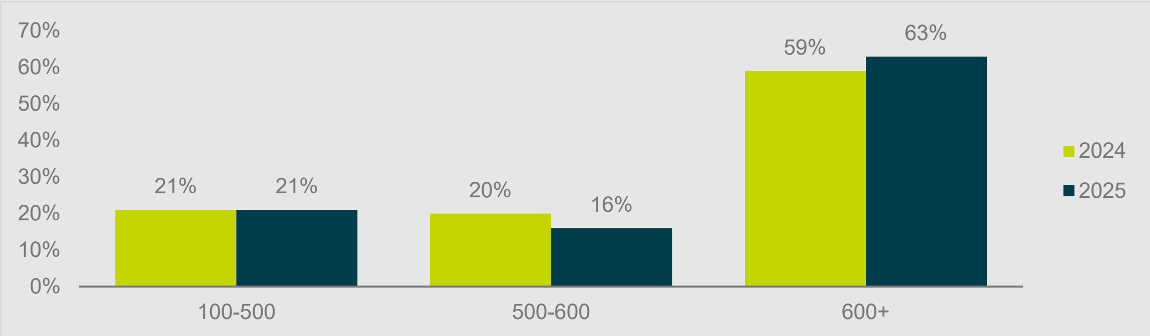
Members

Members

Member numbers increasing

The proportion of members' clubs with more than 600 playing members has continued to increase - rising from 59% in 2024 to 63% in 2025. The total number of playing members ranged from 155 to 1,069, with an average of 630. If we only look at the middle 50% of clubs surveyed, then the typical number of members is 654.

Playing members at members' clubs



Additional/alternative member ranges which may be of interest:

- 500-700 members: 36%
- 700-1000 members: 38%
- >1000 members: 5%

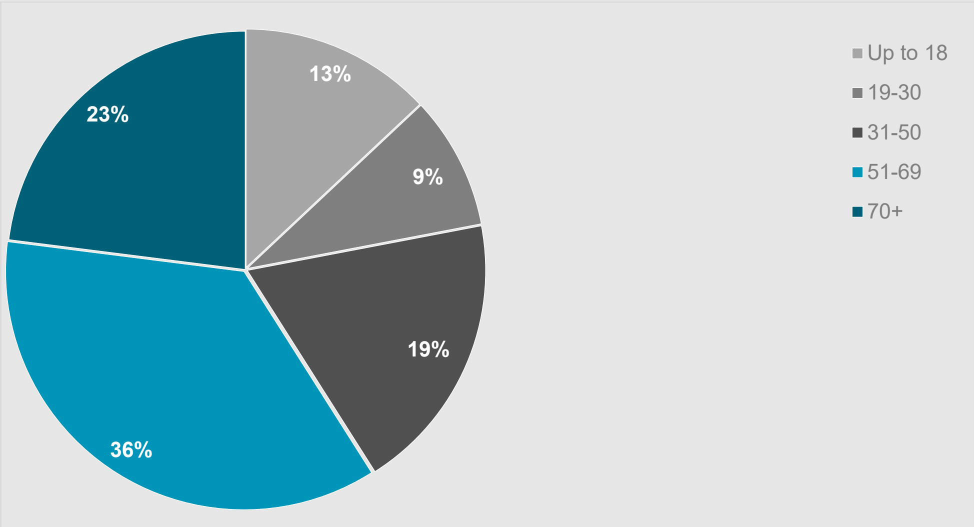
Flexible membership

The proportion of members' clubs who offer flexible membership is 43% - similar to the 40% reported in 2024.

A younger age profile of members

As in previous years, the age distribution of members' clubs shows fewer younger members and more older members. However, this year the proportion of members under 18 has increased from 8% to 13%. The proportion of members aged 50+ this year – 59% – was identical to 2024, whilst there has been a decrease in those aged 31-50, falling from 25% in 2024 to 19% in 2025.

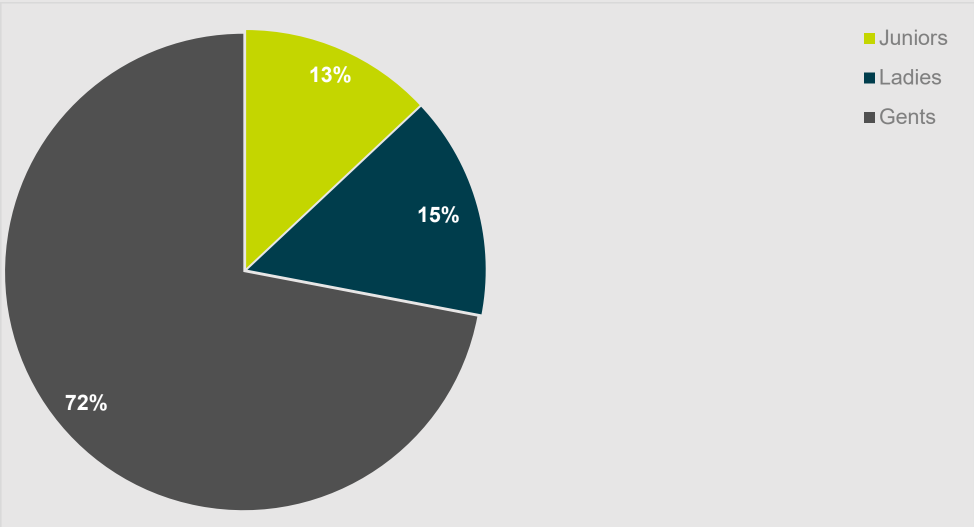
The age of members club members



Fewer lady members

The increase in junior members in 2025 has been at the expense of the proportion of lady members – falling from 18% in 2024 to 15% in 2025. The proportion of gentlemen members at member clubs has remained consistent at 72% in 2025 (73% in 2024).

The profile of playing members at members' clubs

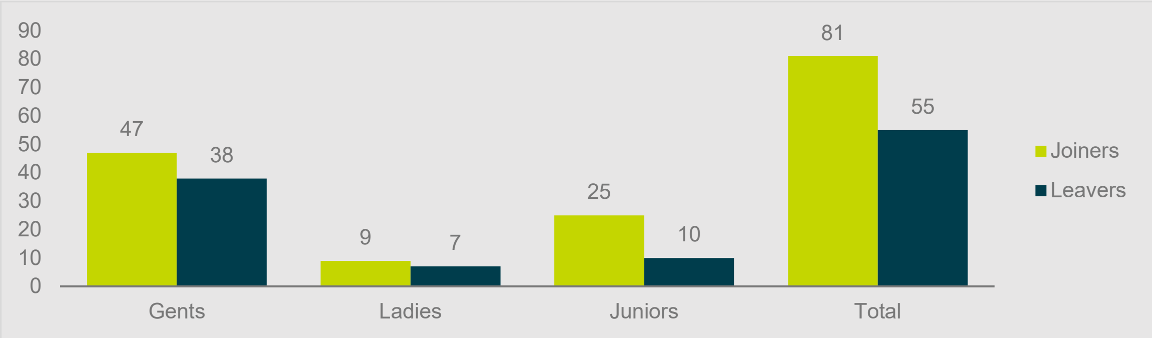


Joiners and leavers

In 2025, there were an average of 81 joiners for members' clubs, slightly higher than the 75 in 2024. The numbers of gentlemen and lady joiners (47 and 9 respectively) were similar to 2024 (50 and 8). However, this year saw an average of 25 junior joiners at members' clubs, a healthy improvement on the 17 in 2024.

This year also saw fewer leavers – an overall average of 55, compared to 63 in 2024. 17% of members' clubs reported more leavers than joiners in 2025 – an improvement on the 33% reported in 2024.

The profile of joiners and leavers at members' clubs



Rounds of golf delivered annually

Members' clubs were delivering between 500 and 100,000 rounds of golf to MEMBERS each year. The average number of rounds played in 2025 (30,000) has decreased from 32,000 in 2024.

The equivalent figures for VISITORS ranged from 500 to 25,000 with an average of 5,900 in 2025 – identical to 2024.

Society rounds

The number of rounds played by societies ranges from 12 to 12,000. The average number of rounds played this year (1,600) is more than the 1,300 in 2024.

Welcoming new members

In 2025, the activities offered by clubs to welcome new members were:

- Introduction to the club professional – offered by 72% of members' clubs in 2025, compared to 61% in 2024.
- Induction programmes – 59% in 2025 and 57% in 2024.
- Social events – 51% in 2025, compared to 63% in 2024.
- A complimentary round of golf - 26% in 2025 and 37% in 2024.
- Free coaching sessions - 16% in 2025 and 22% in 2024.

Member social activities

The average number of 49 social events run by members' clubs in 2025 is a notable increase on the 15 reported in 2024.

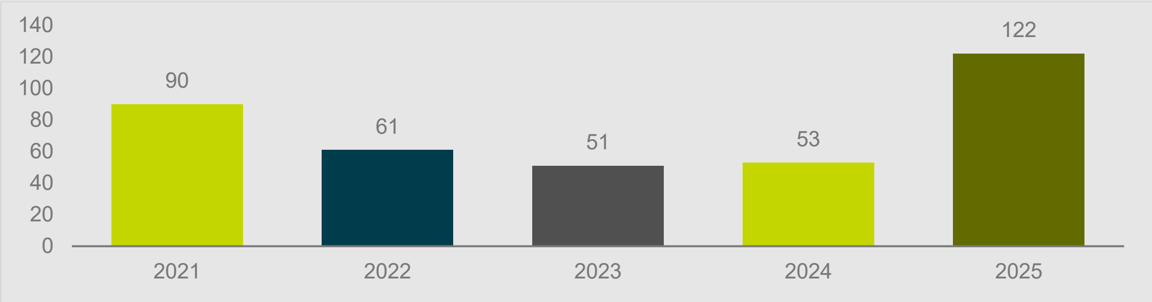
Member competitions

The average number of member competitions was 136 – very similar to the 123 of 2024.

Waiting lists

The proportion of members' clubs with a waiting list has increased this year – from 48% in 2024 to 53% in 2025. This has been accompanied by an increase in the average number of people waiting to join – currently standing at 122, a substantial increase from the 53 in 2024. Most clubs (97%) keep those on the waiting list informed about the situation, and during 2025 an average of 28 members at each club progressed from the waiting list to membership at the last renewal (compared to 21 in 2024).

Average number of people on members' clubs waiting lists



More downgraded memberships

The number of downgraded memberships (i.e., reducing from a 7-day to a 5-day member, etc.) increased in 2025. This figure ranged from 0 to 60, with an average of 13, compared to 9 in 2024.

Upgraded memberships

The survey also asked clubs about the number of upgraded memberships during the year (i.e., going from a 5-day to a full membership or flexible to full membership, etc.). This figure ranged from 0 to 50, with an average of 11, an increase on the 8 of 2024.

Members' clubs
Facilities

Facilities

Most members' clubs have a driving range or practice ground

79% of members' clubs confirmed that they have a driving range or practice ground, very close to the 78% reported in 2024.

82% of members' clubs reported driving range income in excess of £5,000 in 2025 - a significant increase on the 43% of 2024.

For most members' clubs (65%) the driving range income in 2025 was very close to that of 2024. However, 33% saw an increase, compared to 20% in 2024, and just 3% reported a decrease.

Short game practice area

90% of members' clubs have a short-game practice area – identical to the figure of 2024.

Most members' clubs have swing studios

Swing studio facilities were offered by two-thirds (66%) of members' clubs in 2025, an increase on the 56% in 2024. Most (82%) were run by the club professional and generated an average income of £10,500 (significantly more than the £4,400 reported in 2024). For the majority of members' clubs (68%) this swing studio income was about the same as the previous year, whilst 20% saw an increase and 12% a decrease.

Retail shops

Most members' clubs retail shops are operated by the PGA professional (64%, less than the 75% in 2024). A further 17% of members' clubs operate a shop themselves. Annual revenue generated by these shops is over £150,000 for 44% of members' clubs – less than the 54% in 2024 – and the average turnover was £160,000.

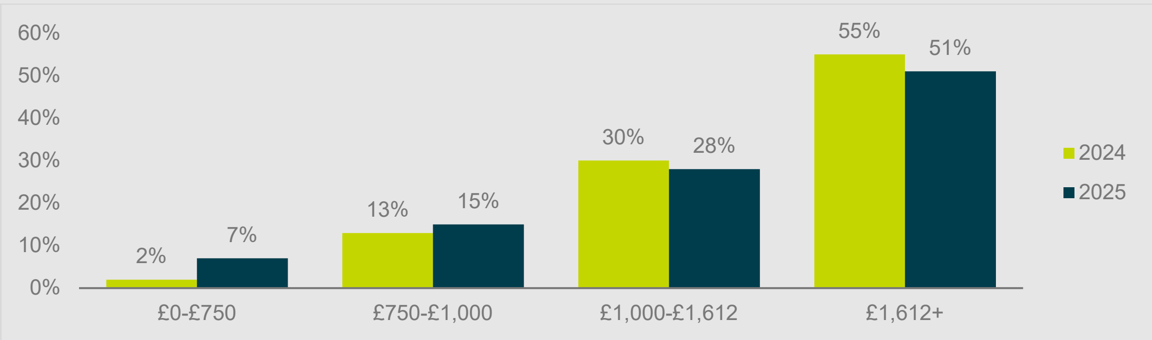
Members' clubs
Fees & charges

Fees & charges

Playing member subscriptions

While more than half (51%) of members' clubs have subscription levels above £1,612 (the upper CASC threshold), this is slightly less than the 55% in 2024. This year, we are able to bring you an average subscription rate for all members' clubs, which stands at £1,760. This encompasses a wide range of fees, from £200 to £3,870. Most clubs, being the middle 50% of clubs surveyed, ranged between £1,270 and £2,260.

Members' clubs' standard playing member subscription



Additional/alternative member subscription ranges which may be of interest:

< £2,000: 69% £2,000 - £2,500: 18% > £2,500: 13%

Subscription income

This year, we are also able to bring you the average subscription income for members' clubs, which stands at £902,000. There is a wide range at individual clubs, from £180,000 to £2,800,000. Most clubs, being the middle 50% of clubs surveyed, ranged between £600,000 and £1,190,000, with an average typical income of £870,000.

All members' clubs planning to increase subscription charges

All members' clubs are planning to increase subscription fees, rising from the 94% in 2024. The levels of planned increases range from 2% to 10%, with an average of 5% (slightly lower than the 6% average in 2024).

Social membership charges

The most typical social membership charge (for 46% of members' clubs) was, as in previous years, £50-£150 – although slightly lower than the 49% in 2024. Fees exceeding £150 are charged by 31% of members' clubs.

Entrance fees

The proportion of members' clubs charging an entrance fee continues to rise, to 74% in 2025, compared to 72% in 2024. An additional 6% are also intending to introduce a charge in the future.

Joining fees range from £140 to £9,300, with an average fee of £2,350 - a substantial increase from the £1,830 in 2024.

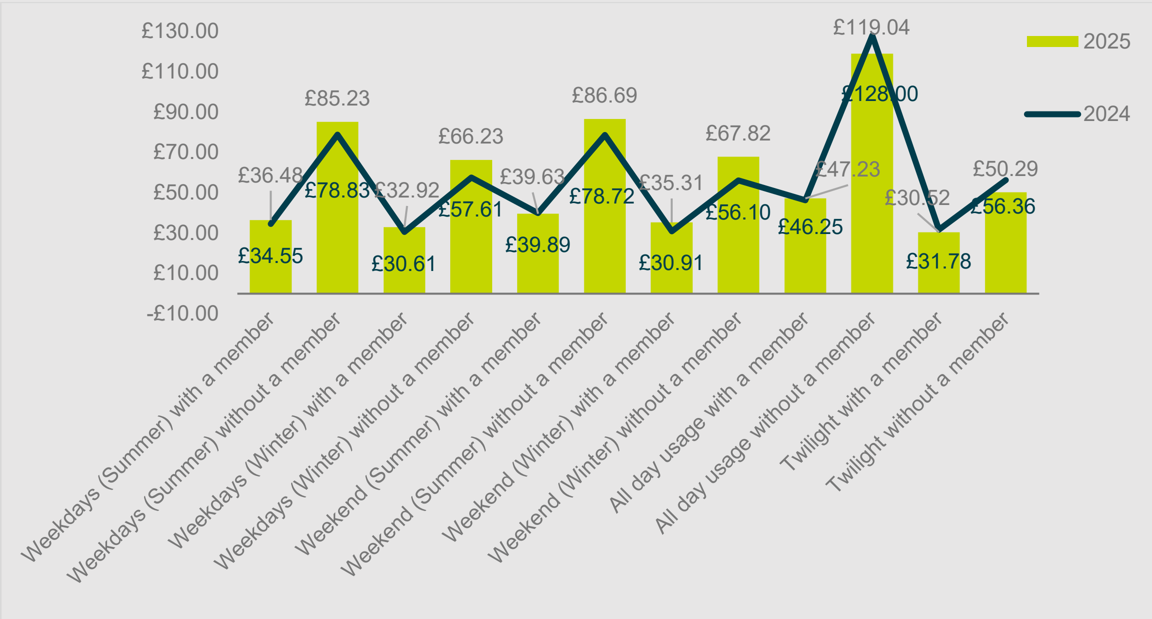
Booking systems

An online tee booking system was used by 83% of members' clubs, an increase on the 73% in 2024. Most (72%) of those members' clubs who use a tee booking system use a specialist company for this.

Green fee charges at members' clubs

In 2025, members' clubs' average green fee charges ranged from £30.52 to £119.00. Most categories were similar to 2024 charges.

Members' clubs' green fee charges

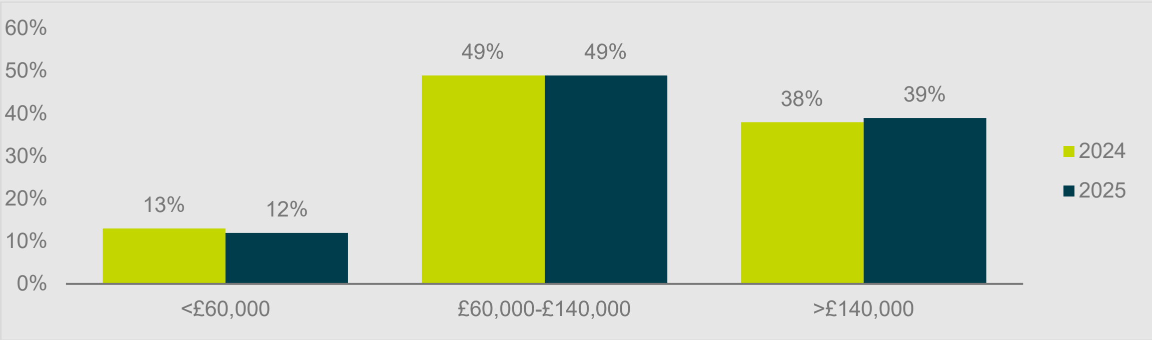


Green fees collection is most typically by the Pro shop – now 90%, compared to 67% in 2024. Commission rates were between 1% and 12%, with an average of 4%.

Green fee incomes at members' clubs

Members' clubs' green fee income ranges were very similar in 2024 and 2025, with 88% of clubs now generating annual green fee incomes in excess of £60,000, compared to 87% in 2024.

Members' clubs' green fee incomes



This year, we are able to bring you the average green fee income for members' clubs, which stands at £172,000. This varies widely across individual clubs, ranging from £25,000 to £934,000.

Green fee ticket systems

25% of members' clubs were using a numbered green fee ticket system in 2025 – slightly fewer than the 28% in 2024.

Society packages and their costs

92% of members' clubs indicated that they allow society usage – very similar to the 93% in 2024. Society package costs are shown below. Costs have reduced since last year for most packages.

Members' clubs' society package costs

Average room hire

As in 2024, this year celebrations/parties were the most frequent reason for room hire, for 77% of members' clubs – very similar to the 78% in 2024. Other reasons included business events/seminars (65%), weddings (32%), and health and fitness classes (17%). 20% of members' clubs in 2025 – identical to 2024 - did not permit external hire.

The average revenue generated by room hire for members' clubs was £27,000. For the smaller number of clubs who hired rooms for weddings, their annual average revenue for wedding hire was £21,300.

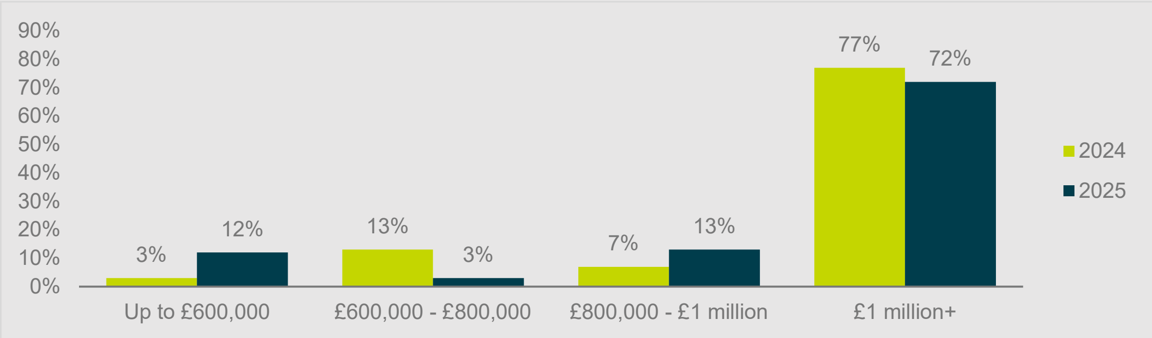
Members’ clubs
Financial information

Financial information

Members' clubs with lower turnover

Members' clubs report turnover levels ranging from £250,000 to £4,000,000. In 2025, fewer clubs generated turnover above £1,000,000. This year, we are able to bring you the average turnover for members' clubs, which stands at £1,500,000, with a range from £170,000 to £4,416,000. Most clubs, being the middle 50% of clubs surveyed, ranged between £1,000,000 and £1,900,000.

Annual members' clubs' turnover



Additional/alternative turnover ranges which may be of interest:

£1-2 million: 53% £2-3 million: 16% £3 million+: 4%

Financial ratios at members' clubs

This year, we also asked members' clubs to provide additional financial information, as follows:

- Total income from members – the average was **£1,160,000**, with a range from £100,000 to £2,915,000. Most clubs, being the middle 50% of clubs surveyed, ranged between £650,000 and £1,575,000.
- Total non-green fee income – the average was **£1,813,000**. Most clubs, being the middle 50% of clubs surveyed, ranged between £750,000 and £2,0800,000.
- Total costs – the overall average was **£1,690,000**. Most clubs, being the middle 50% of clubs surveyed, ranged between £925,000 and £1,810,000.
- Total staff costs (inclusive of wages, payroll taxes and employers NI) – the overall average was **£800,000**. Most clubs, being the middle 50% of clubs surveyed, ranged between £470,000 and £840,000.

The above information enables us this year to report on key financial ratios for members' clubs:

- Members subs as % of total revenue – the average for the middle 50% of clubs was **57%**, with a range from 50% to 64%.
- Members subs as % of overall cost – the average for the middle 50% of clubs was **66%** with a range from 57% to 74%.
- Non-green fee income as % overall cost – the average for the middle 50% of clubs was **92%**, with a range from 87% to 100%.
- Staff cost as % of non-green fee income – the average for the middle 50% of clubs was **48%**, with a range from 40% to 56%.
- Staff cost as % of Income – the average for the middle 50% of clubs was **40%**, with a range from 36% to 45%.
- Income from members as a % of total revenue – the average for the middle 50% of clubs was **73%**, with a range from 57% to 85%.

In the above analysis, we have shown the average and the range for the middle 50% of clubs surveyed for each ratio to create a reliable metric that is not skewed by outliers or extremes and thus shows the range that most clubs surveyed find themselves in.

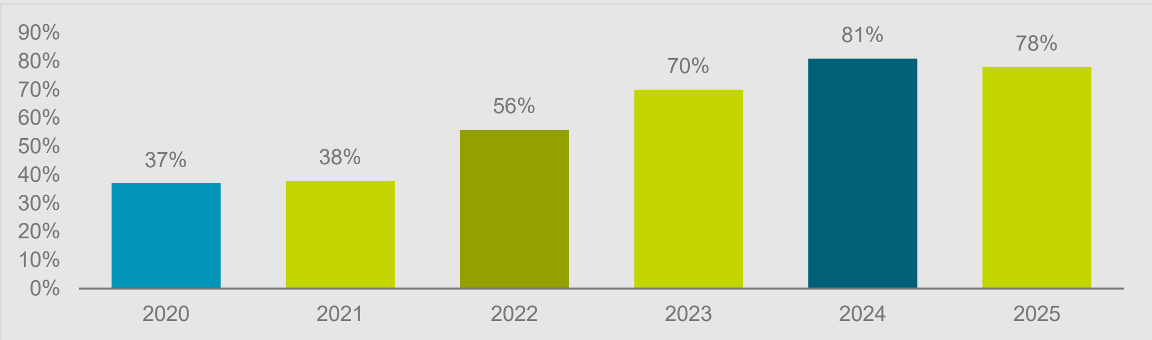
Society income at members' clubs

This year, we are able to bring you the average society revenue for members' clubs, which stands at £66,000. This varies widely at individual clubs, ranging from £5,000 to £160,000. 60% of members' clubs generated society income of over £40,000, rising from 57% in 2024.

Lower bar revenue

In 2025, 78% of members' clubs generated annual bar revenue exceeding £150,000, a reduction from the 81% in 2024.

Members' clubs with a bar revenue >£150,000



Average margins and other indicators this year were:

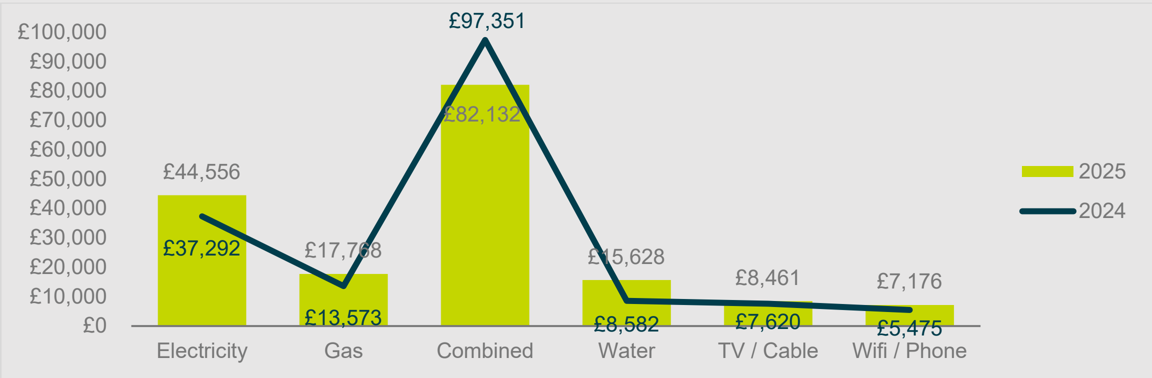
- Bar revenue £213,000.
- Gross margin 60% (59% in 2024).
- Net profit 22% (27% in 2024).

59% of members' clubs indicated that their bar revenue had increased in 2025, slightly fewer than the 61% reported in 2024.

Increasing utility costs

Average annual utility costs increased in most areas, with the exception of combination costs. Members' clubs expect their energy costs to rise by an average of 7% over the next year – more than the 3% anticipated in 2024.

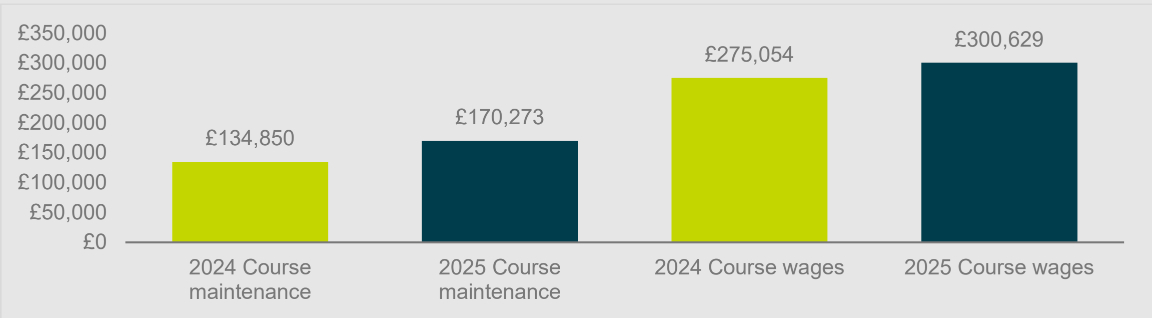
Average annual utility charges



Increasing course maintenance and wage costs

Average members club course wage costs in 2025 increased by 9% to over £300,000. Average course maintenance costs rose by an even larger 26%.

Average course maintenance and wage costs



Irrigation

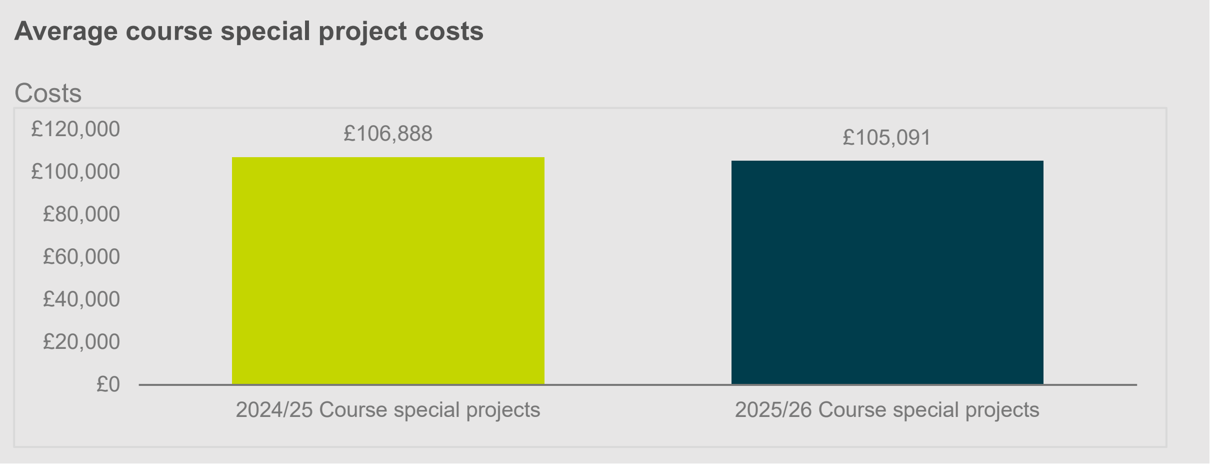
Less than half (47%) of members' clubs reported that they had fairway irrigation installed in 2025 – a fall from the 60% in 2024. For those members' clubs who *do not* currently have fairway irrigation installed, 11% are considering it (33% in 2024). Greens and tees' irrigation systems have been updated recently by 38% of members' clubs – compared to 44% in 2024. There was a wide range in the costs of these updates, from £5,000 to £1,300,000, with an average cost of £399,000 (£301,000 in 2024).

In 2025 we also asked new questions on:

— Whether there is a sustainability programme in place - 37% of members' clubs have such a programme.
— Whether there is a water policy - 40% of members' clubs confirmed that they have one.
— How the course accesses water. Most members' clubs (58%) use a borehole, whilst 24% use mains/potable water and 18% have their own reservoir.

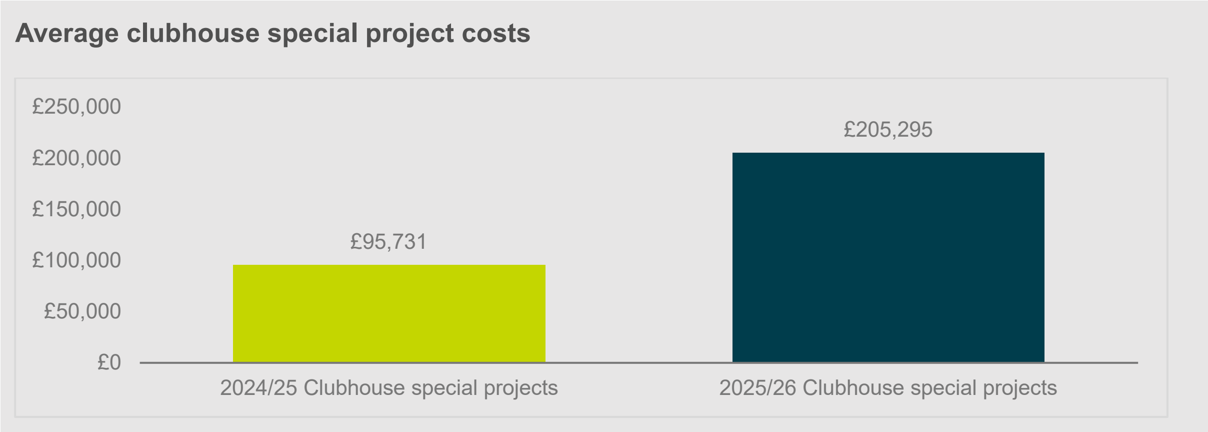
Average course special project costs

The average spend of members' clubs on course special projects was just over £100,000 in 2024/25 and is expected to be at a similar level next year.



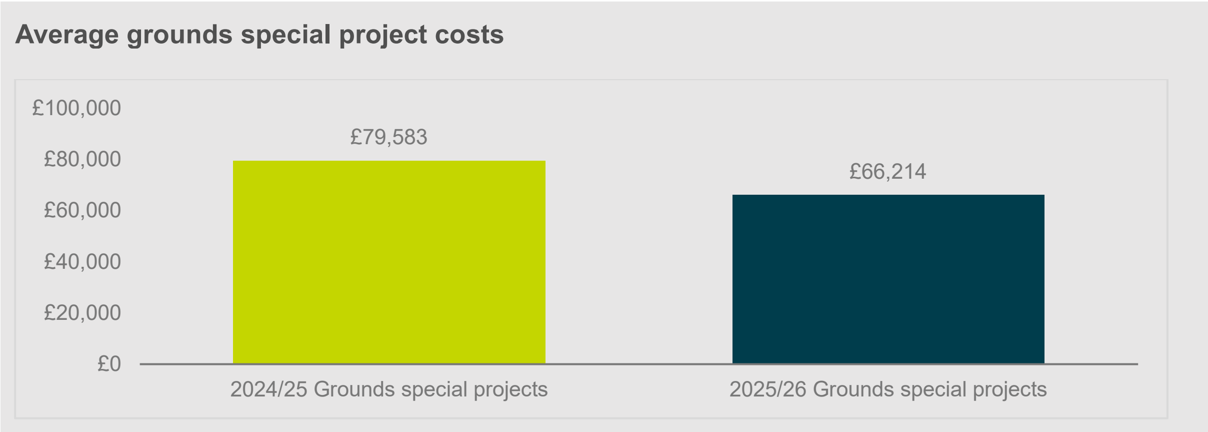
Average clubhouse special project costs

Spending is expected to more than double on next year's special project clubhouse costs, rising from £95,731 in 2024/25 to over £200,000 in 2025/26.



Average grounds special project costs

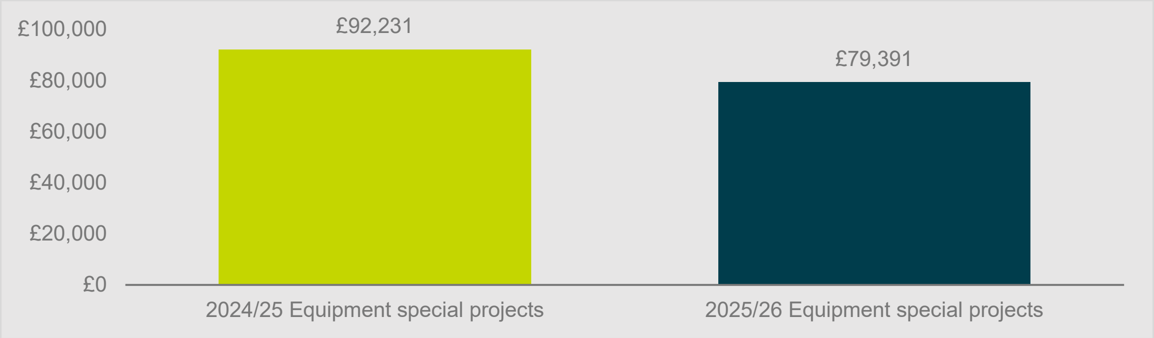
Spending is expected to reduce in 2025/26's special project grounds costs, falling from £79,583 in 2024/25 to £66,214 in 2025/26.



Average equipment special project costs

Spending is also expected to reduce for 2025/26's equipment special projects – from just over £90,000 in 2024/25 to less than £80,000 in 2025/26.

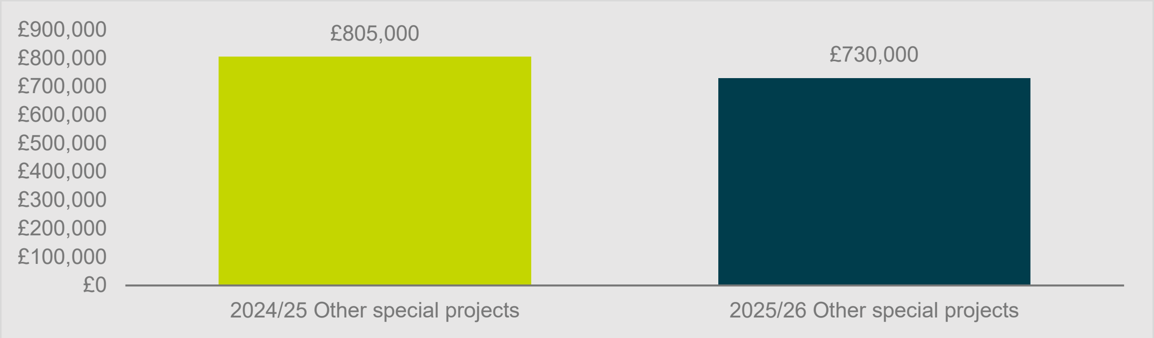
Average equipment special project costs



Average other special project costs

Seven members' clubs indicated that they were spending on other special projects. Average costs for these members' clubs were over £800,000 this year and anticipated to be over £700,000 next year.

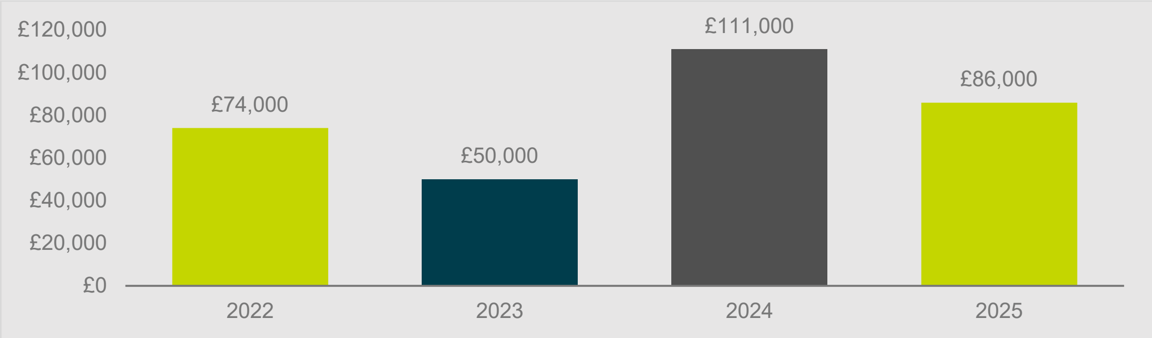
Average other special project costs



Clubhouse maintenance costs and staffing

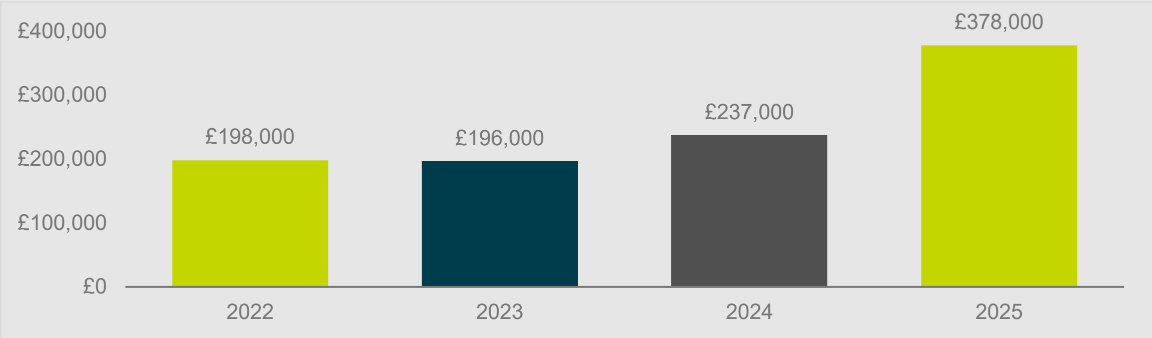
Average clubhouse maintenance costs reduced this year, from £111,000 in 2024 to £86,000.

Members' clubs' clubhouse maintenance costs



In sharp contrast, average clubhouse staff wages among members' clubs increased this year, by almost 60% from £237,000 in 2024 to £378,000 in 2025.

Members' clubs' clubhouse staff wages



Other costs associated with the clubhouse this year included:

- Rateable value £147,000 (significantly up from £**67,000** in 2024).
- Rate cost £28,000.

Members' clubs catering

In 2025, 16% of members' clubs were using franchise catering, reducing sharply from 31% in 2024.

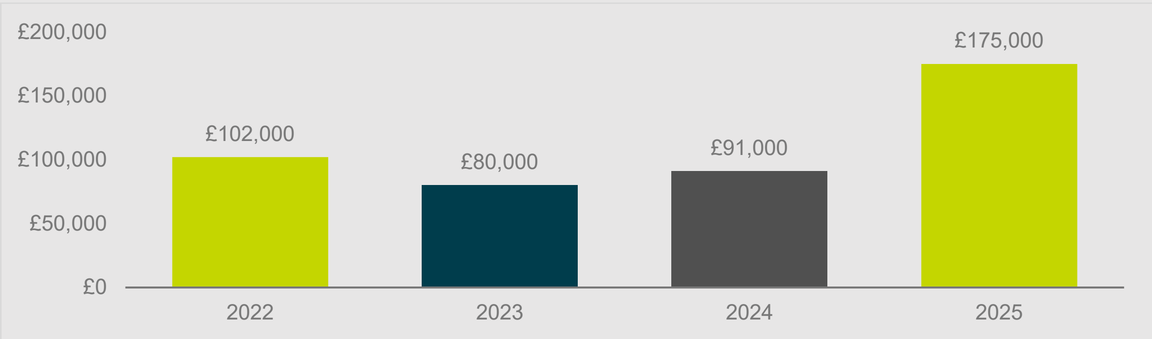
Among those members' clubs who cater *without* the services of a franchise, revenue levels from catering range from £50,000 to £1.7 million, with an average of £253,000. In 2025, just under half (49%) of these clubs generated revenues of over £200,000, a fall from the 62% in 2024.

63% of members' clubs indicated that their catering revenues increased in 2025 – very similar to the 64% in 2024. However, note that 46% saw only a slight increase and 17% saw a decrease. Gross profit margins in 2025 range from 5-70%, with an average of 55% (slightly less than the 59% average in 2024). Net profit margins range from a loss of 26% to a profit of 60%. The average net profit of 9% was an increase from the 19% in 2024.

Club surpluses and deficits

Most (81%) members' clubs reported a surplus, with 12% reporting a deficit and the remaining 7% breaking even. The average surplus of £175,000 this year was a significant improvement on the £91,000 in 2024 and the highest seen in the last 4 years.

Members' clubs' average surplus



Annual general insurance

69% of members' clubs pay over £15,000 for their annual general insurance, an increase from the 55% in 2024. This year, we are able to bring you the average amount paid for annual general insurance by members' clubs, which was £24,000.

Freehold properties

41% of members' clubs (36% in 2024) indicated that they hold freehold properties other than the clubhouse. These clubs each held between 1 and 4 such properties, with an average of 2 properties.

The survey also established that:

- 77% of members' clubs own freehold land and buildings (72% in 2024).
- Annual ground rent at each club is an average of £58,190 (£69,300 in 2024).

Raising finance

A variety of methods are used by members' clubs to raise finance for the club, the most popular being hire purchase/finance leases, which were used by 74% of clubs – a substantial increase from 39% in 2024. Other methods included:

- Loans from members (39% in 2025 and 31% in 2024).
- Bank loans (33% in 2025 and 38% in 2024)
- Donations from members (33% in 2025 and 19% in 2024).
- Grants (13% in 2025 and 6% in 2024).
- Bank overdraft (13% in 2025 and 3% in 2024).
- Private finance (2% in 2025 and 6% in 2024).

Regarding how members' clubs had financed any shortfalls or fixed asset additions: the most popular methods were by member loan notes (41%), bank loans (37%) and overdrafts (30%). Sale of land or buildings (19%), lease (also 19%), right of use for tele masts or landfill (7%) and mortgaging properties (4%) were also used.

VAT

New questions were asked this year to establish for members' clubs:

- The recoverable VAT percentage – an average of 27%.
- The total irrecoverable VAT costs – an average of £72,000.

Members' clubs
Business Development

Business Development

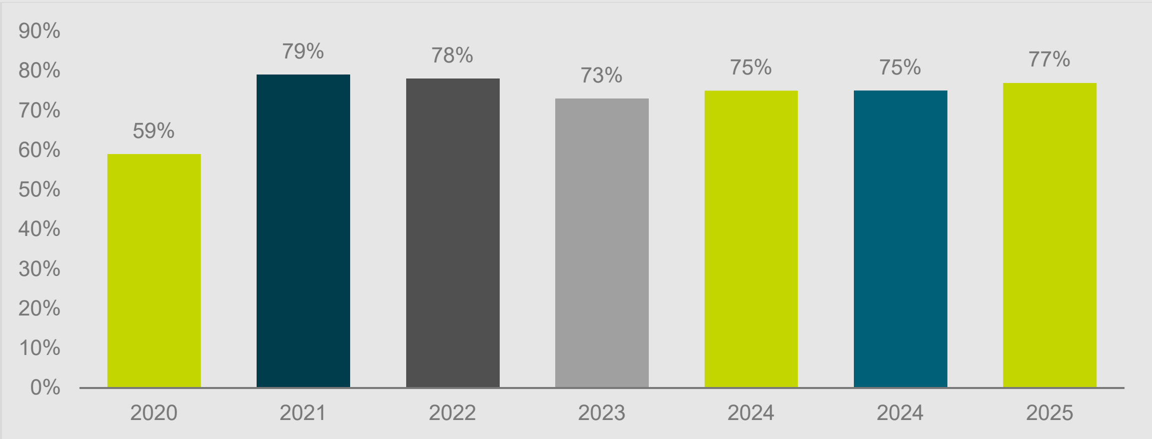
A steady proportion of members' clubs reporting growth

The proportion of members' clubs reporting growth was 77%, slightly higher than the 75% in 2024.

The level of growth in the last 12 months varied between 2% and 15%, with an average of 8% (equivalent to the 2024 average).

A further 21% of clubs reported that they were standing still, while 2% reported a reduction.

Members' clubs reporting growth



Member referrals successful in marketing

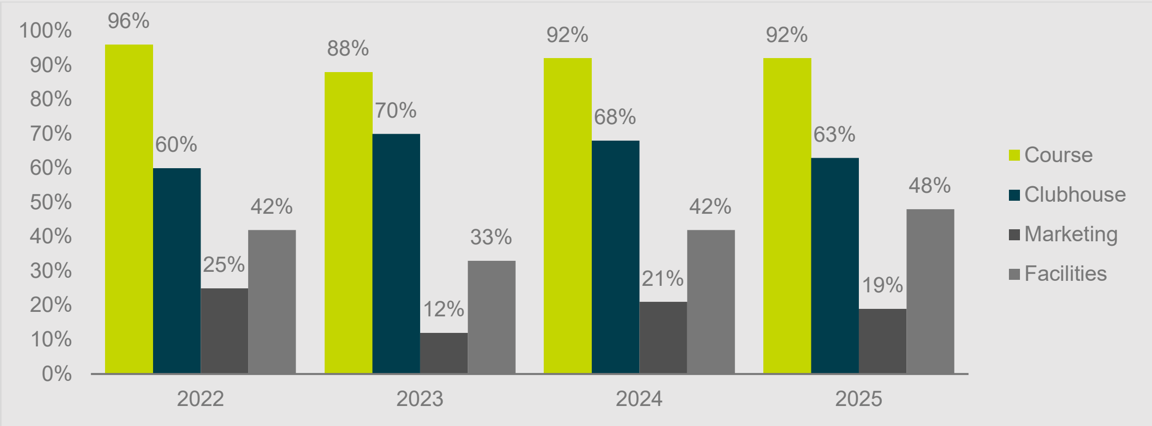
Member referrals remain the most successful method of marketing activity for 55% of members' clubs this year, slightly higher than the 53% in 2024.

The other most successful marketing activities in 2025 included social media (49%), email campaigns (23%), advertising (21%) and networking (15%). Special offers, corporate brochures and events were all successful for 11% of clubs.

A continuing focus on the golf course as the major source of investment

Investment in courses, clubhouses and facilities has remained largely steady since 2022, with levels of investment in courses being consistently high. In 2025 there has been a higher level of investment in facilities.

Members' clubs' investment



Members’ clubs
Miscellaneous Additional Information

Miscellaneous additional information

Set opening hours

In 2025, 56% of members' clubs had set opening hours (44% in 2024). A further 33% had hours of 'daylight hours plus' (44% in 2024) and the remaining 11% had no set opening hours (12% in 2024).

Days closed

Members' clubs had closed the course/clubhouse for between 1 and 45 days due to maintenance or bad weather, with an average of 10 days of closure in the last 12 months.

Use of temporary greens in winter

The use of temporary greens in winter increased in 2025, rising from 56% of members' clubs in 2024 to 66% in 2025.

Community Amateur Sports Clubs (CASC)

This year, 17% of members' clubs indicated that they were Community Amateur Sports Clubs, more than tripling the 5% in 2024.

Club structure

74% of members' clubs indicated that they are currently incorporated, a significant increase from the 57% in 2024. Of those clubs not already incorporated, 7% of clubs are considering it (compared to 12% in 2024).

Board structure

Members' clubs reported that they had an average of 8 board members in each club – identical to 2024. The numbers at individual clubs range from 4 to 13.

The expertise present in the boards of members' clubs in 2025 was mainly in Finance (94%) and Business (91%). Other areas of expertise present included Marketing (49%), Legal (40%), HR (21%), and others (such as Insurance, Health & Safety and Facilities Management – 13%).

Proprietary clubs

Proprietary clubs' key highlights

20 clubs

This year we bring you data from 20 proprietary clubs across 6 regions, with 35% from the Midlands. Clubs are predominantly 18-hole clubs.

40%

Of proprietary clubs now have 600+ members- less than the 55% in 2024. This year there were more junior members – 11%, compared to 8% in 2024 – but fewer lady members.

17%

Of proprietary clubs have a waiting list (compared to 20% in 2024). The average number of people on waiting lists in 2025 (292) was substantially higher than in 2024 (140).

69%

In 2025, 69% of clubs charged standard playing member subscriptions of at least £1,000, compared to 60% in 2024. 95% of proprietary clubs are planning to increase subscription fees in 2025, compared to just 60% in 2024.

47%

Of proprietary clubs now with a turnover of £1 million+, compared to 73% in 2024.

73%

Of proprietary clubs with annual bar revenues exceeding £150,000, compared to 50% in 2024.

6%

Energy prices anticipated to increase by proprietary clubs by an average of 6% - less than the 9% anticipated in 2024.

30%

Proprietary clubs had an average recoverable VAT rate of 30%.

Proprietary clubs' results 2025/26

20 clubs from across the UK, typically with 18-holes

This year we bring you data from 20 proprietary clubs from the Midlands (35%), London and the South East (outside of the M25) (25%), London and the South East (inside the M25) (20%), the South (10%) and Scotland and the North West (both 5%).

These were predominantly 18-hole (45%) clubs, with 27-hole (20%), 9-hole (also 20%) and 36-hole (15%) clubs also evident.

Residence of proprietary clubs

Proprietary clubs

Staffing

Staffing

Changing remuneration packages

There was again a large variance in the remuneration packages of survey respondents, ranging from under £20,000 to £140,000. This year, we are able to bring you an average remuneration figure for each of these roles, as shown below.

Typical remuneration packages

Secretary/Manager
Average: £51,000

Head Green Keeper
Average: £39,000

Steward
Average: £41,000

Fewer clubs with PGA Professionals

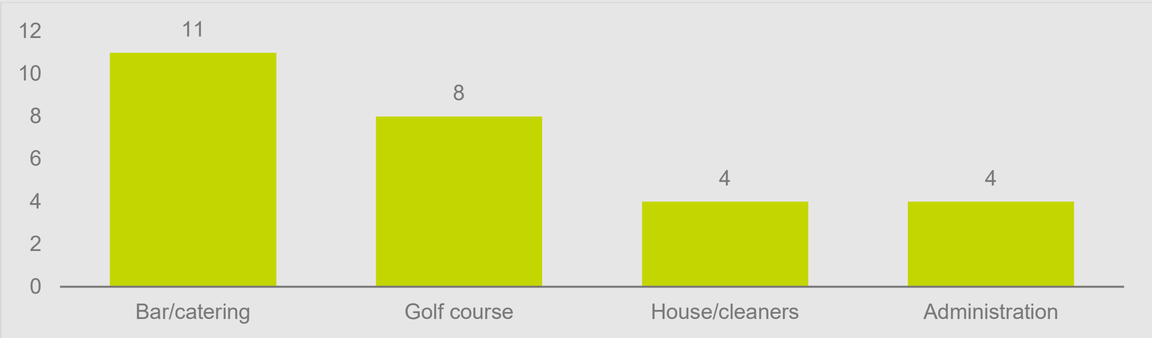
This year fewer than two-thirds of clubs (65%) had a PGA professional – a sharp decline from the 100% in 2024. Just 20% of proprietary clubs pay a monthly retainer to the pro, declining from the 37% in 2024. As so few clubs paid a retainer, it was not feasible to compare these amounts to the 2024 averages. 70% of the pros pay the club a percentage of their golf lesson income – an increase from the 63% in 2024 – typically 20% of this income.

An average of 27 staff at proprietary clubs

Always highly variable and dependent on the size and needs of each club in question, staffing figures range from 3 to 160 across proprietary clubs, with an average total staffing number of 24 – similar to the 26 in 2024.

Average numbers across staff roles are broken down as follows.

Average proprietary club staff numbers



Proprietary clubs
Members

Members

Proprietary clubs with fewer playing members

This year has seen a fall in the number of playing members at proprietary clubs, with 40% having more than 600 members, compared to 55% in 2024. The total number of playing members ranged from less than 50 to almost 5,000, with an average of 770.

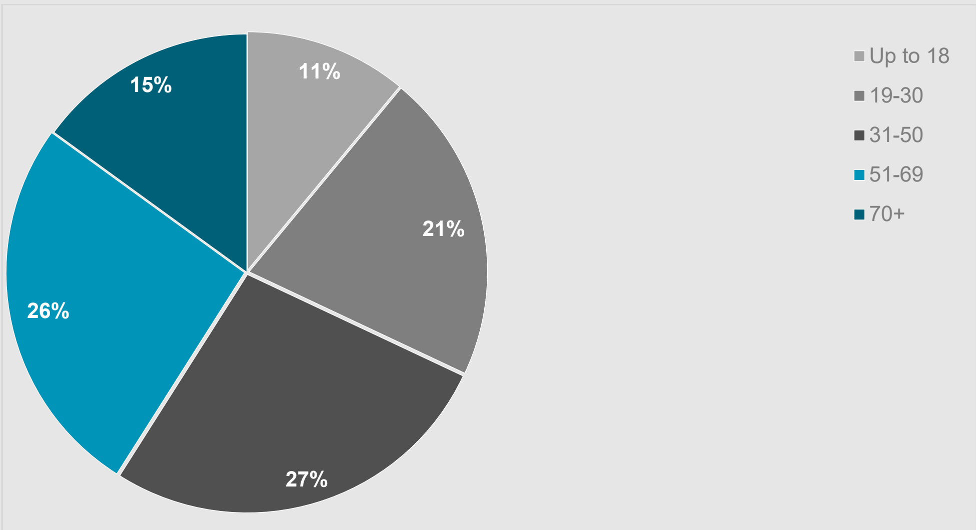
Fewer flexible memberships

In 2025, 44% of proprietary clubs are offering flexible membership – a reduction on the 64% in 2024.

A younger age distribution

As in previous years, the age distribution of proprietary clubs shows fewer younger members and more older members. However, this year clubs are reporting an increasing proportion of younger members. 11% of members are aged up to 18 (8% in 2024) and 21% are 19-30 (compared to just 11% in 2024).

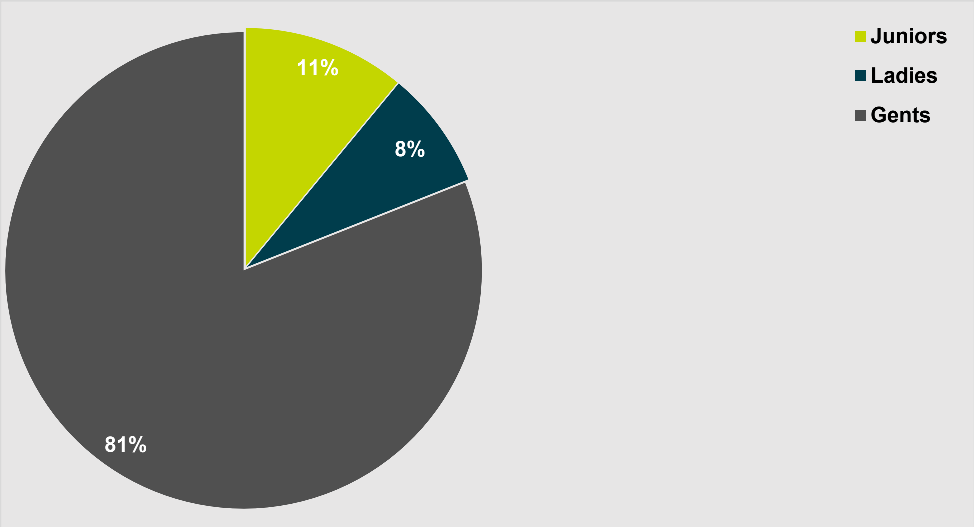
The age of proprietary club members



Fewer lady members

There has been a notable fall in the proportion of lady members in 2025 – 8%, compared to 18% in 2024.

The profile of playing members at proprietary clubs

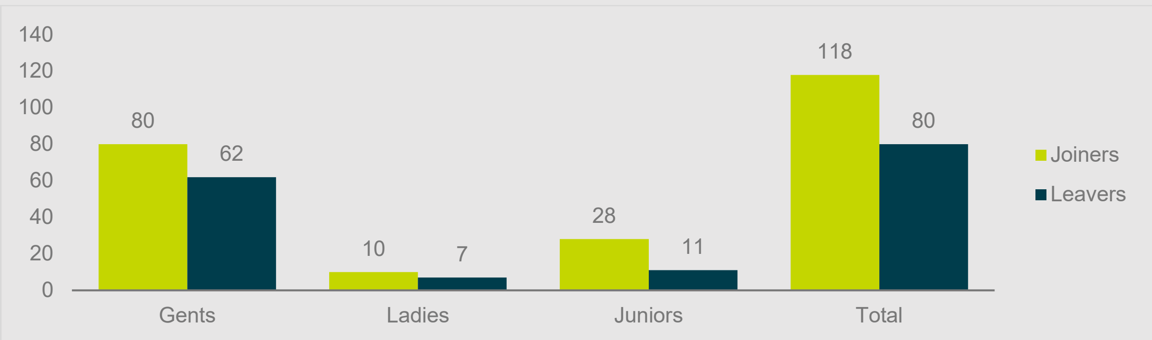


Joiners and leavers

As in 2024, most clubs saw an increase in membership numbers, with only three clubs reporting a reduction:

- The average number of joiners was 118, compared to 105 in 2024.
- The average number of leavers – 80 this year – was lower than the 82 in 2024.
- There was an average of 38 additional net members per club, compared to 23 in 2024.
- The average number of joiners increased for gentlemen and junior members, but fell for lady members from 15 to 10.
- The average number of leavers increased slightly for gentlemen and lady members, but fell for junior members.

The profile of joiners and leavers at proprietary clubs



Rounds of golf delivered annually

Proprietary clubs were delivering up to 120,000 rounds of golf to MEMBERS each year – with an average of 30,989, compared to 31,333 in 2024.

The equivalent figures for VISITORS ranged from 1,000 to 135,000 with an average of 22,000, compared to 20,000 in 2024.

Society rounds

The number of rounds played by societies in 2025 ranged from 8 to 40,000, with an average of 5,195, more than double the 2,466 reported in 2024. However, just 18% of proprietary clubs had seen an increase since 2024 (when 56% had an increase). For most this year (55%) the number of society rounds did not change.

Welcoming new members

The most popular activities to welcome new members (all provided by 33% of proprietary clubs) were a complimentary round of golf (also the most popular in 2024), an induction programme and free coaching sessions. Introductions to the club professional and credit on account were also popular with 27% of proprietary clubs.

Member social events

Proprietary clubs held an average of 23 social events in 2025, a significant increase on the 8 events reported in both 2024 and 2023.

Fewer member competitions

Most proprietary clubs ran member competitions during the year, with the number of competitions at each club ranging from 15 to 350, though the average of 88 represents a significant reduction on the 203 in 2024.

More people on waiting lists

17% of clubs had a waiting list in 2025 – slightly less than the 20% recorded in 2024. However, the average number of people on waiting lists in 2025 (292) was substantially higher than in 2024 (140). All proprietary clubs keep those on the waiting list informed about the situation (compared to just 40% in 2024), and during 2025 an average of 68 members at each club progressed from the waiting list to membership at the last renewal (55 in 2024).

Downgraded memberships

This year the number of downgraded memberships (i.e., reducing from a 7-day to a 5-day member, etc.) ranged from 5 to 71, with an average of 16 - comparable to the 15 in 2024.

More upgraded memberships

The number of upgraded memberships increased this year, ranging from 2 to 50, with an average of 19 (compared to 14 in 2024).

Proprietary clubs
Facilities

Facilities

Driving range and practice ground

Just over three-quarters (78%) of the proprietary clubs in this year's survey had a driving range or practice ground – a reduction from 2024, when all clubs had these facilities.

Income from driving ranges varied from £12,000 to almost £1 million. Most clubs (90%) have a driving range income in excess of £25,000 (compared to just 36% in 2024).

Almost two-thirds of proprietary clubs (63%) saw an increase in driving range income compared to the previous year - for 18% this was a significant increase. This was a healthy improvement on the 36% who had reported an increase from 2023 to 2024. For the remaining clubs in 2025 the income was about the same as the previous year.

For most clubs (55%) the driving range income was about the same as the previous year. Whilst 36% reported an increase, this is far less than the 74% who saw an increase in 2024.

Short game practice area

85% of proprietary clubs have a short-game practice area, an increase from the 73% reported in 2024.

Fewer proprietary clubs have swing studios

Just a quarter (25%) of proprietary clubs have a swing studio – substantially less than the 73% in 2024. For most of these clubs (75%), the swing studio is run by the club itself and none are run by the club professional (63% in 2024). The average revenue from swing studios is £63,000 – identical to 2024. For most proprietary clubs (50%) these revenues were aligned to those of the previous year. No proprietary clubs include the swing studio in membership.

Retail shops

In 2025, 80% of proprietary clubs had a retail shop – fewer than the 91% in 2024. For just 10% of these, the shop is operated by the club professional (36% in 2024). 42% of proprietary clubs have a retail shop turnover above £200,000 - more than the 17% in 2024 – and the average turnover was £620,000.

Proprietary clubs
Fees & charges

Fees & charges

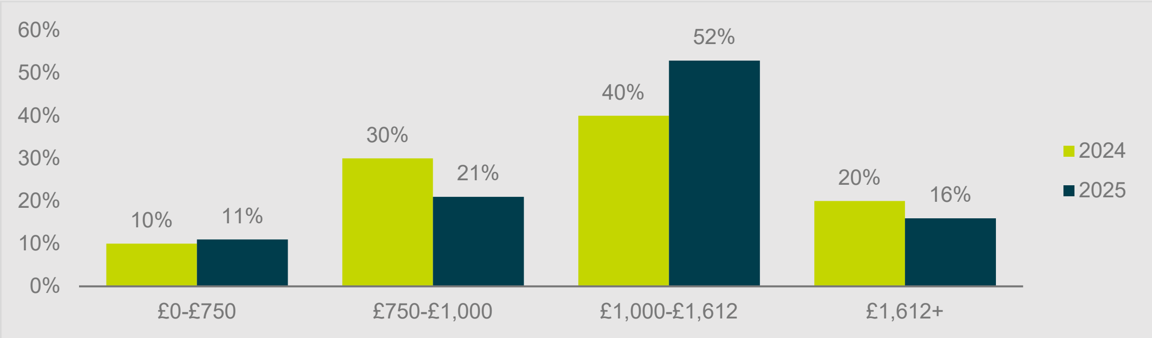
Member subscription rates

As in previous years, membership fees for standard playing members vary significantly. However, this year there are more clubs in the £1,000-£1,612 range and 69% exceeding £1,000 (compared to 60% in 2024).

This year, we are able to bring you an average subscription rate for all proprietary clubs, which stands at £1,360. This encompasses a wide range of fees, from £400 to £4,300.

Membership fees tend to be lower in proprietary clubs than in members' clubs.

Proprietary clubs' standard playing member subscription



Subscription income

This year, we are able to bring you the average subscription income for proprietary clubs, which stands at £525,000. Subscription income covers a wide range at individual clubs, from £26,000 to over £4 million. Most clubs, being the middle 50% of clubs surveyed, ranged between £190,000 and £440,000.

Increasing subscription charges

95% of proprietary clubs (compared to 60% in 2024) are intending to increase membership fees next year, with planned increases ranging from 1%-10% with an average of 6% (compared to 4% in 2024).

Social membership charges

As only a small number of clubs chose to provide information regarding their social membership subscription rates, meaningful figures are not available.

Entrance fees

Just 16% of proprietary clubs charged a joining/entrance fee in 2025, compared to 50% in 2024. These fees can be paid in instalments at 11% of proprietary clubs (20% in 2024).

This year, we are able to bring you the average joining fee for proprietary clubs, which stands at £5,900. Fees vary widely across individual clubs, ranging from £225 to over £15,000.

Booking system

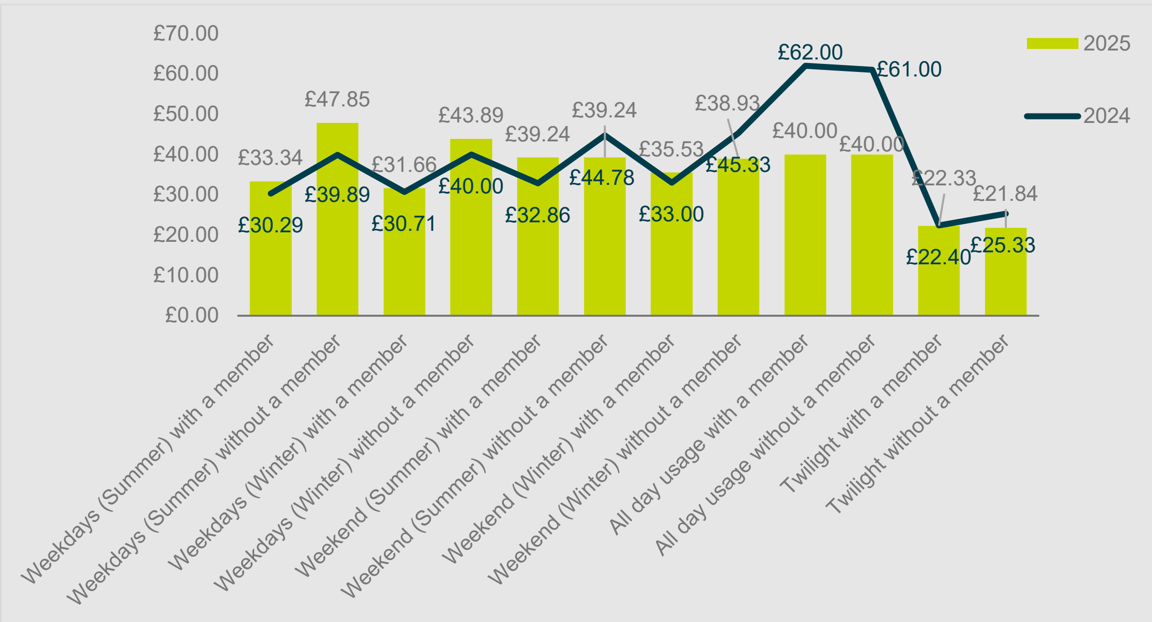
Online booking/tee time systems are used at 95% of proprietary clubs, comparable to the 90% in 2024.

Fewer than a third (31%) of proprietary clubs with a tee booking system used a company/website, far fewer than the 63% in 2024.

Green fee charges

In 2025, proprietary clubs' average green fee charges ranged from £21.84 to £40.00. Most categories were similar to 2024 charges, with the largest differences for all day usage.

Proprietary clubs' green fee charges



Green fees collection is most typically by the Pro shop – 67%, compared to 50% in 2024. All clubs who reported on the commission paid on the green fees collected applied the same commission rate of 1%.

Green fee income

This year, we are able to bring you the average green fee income for proprietary clubs, which stands at £380,000. There is a wide range at individual clubs, from £65,000 to £2.3 million.

In 2025 89% of proprietary clubs had a green fee income in excess of £100,000 – less than in 2024, when all clubs generated more than £100,000.

Green fee ticket systems

A numbered green fee ticket system was not used by any proprietary club (20% used one in 2024).

Society packages

All proprietary clubs allowed society usage in 2024, compared to 83% allowing this in 2025.

Average costs are shown below. For three of these packages, costs have reduced since 2024 by between 26%-37%, whilst for the 18-hole packages costs have increased by 29%.

Proprietary clubs' standard playing member subscription

Room hire

Proprietary clubs hired rooms for a variety of activities, the most popular (for 75% of clubs providing room hire) being celebrations/parties and business events/seminars.

The average revenue generated by room hire for proprietary clubs was £87,000.

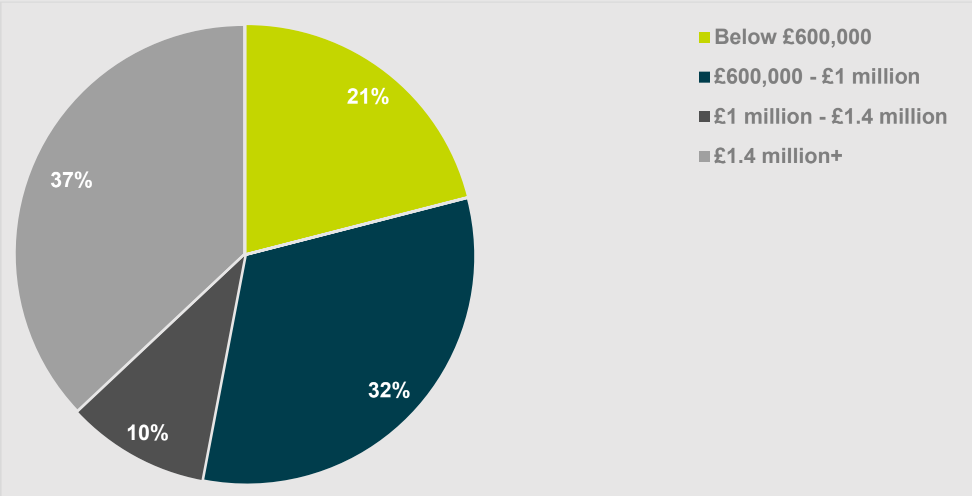
Proprietary clubs Financial information

Financial information

Fewer clubs with turnover above £1,000,000

Proprietary clubs reported turnover ranges from £220,000 to £11 million. The percentage of clubs with a turnover exceeding £1 million was lower in 2025, falling from 73% to 47%. This year, we are able to bring you the average turnover for proprietary clubs, which stands at £2 million, with a range from £220,000 to £11 million.

Annual proprietary clubs' turnover



Financial ratios at proprietary clubs

This year, we asked proprietary clubs to provide additional financial information, as follows:

- Total income from members – the average was **£300,000**, with a range from £30,000 to £700,000. Most clubs, being the middle 50% of clubs surveyed, ranged between £70,000 and £450,000.
- Total non-green fee income – the average **was £1,330,000**, with a range from £30,000 to £8.2 million. Most clubs, being the middle 50% of clubs surveyed, ranged between £540,000 and £900,000.
- Total costs – the average was **£1,550,000**, with a range from £260,000 to £9.4 million. Most clubs, being the middle 50% of clubs surveyed, ranged between £690,000 and £1,310,000.
- Total staff costs (inclusive of wages, payroll taxes and employers NI) – the average was **£760,000**, with a range from £170,000 to £4 million. Most clubs, being the middle 50% of clubs surveyed, ranged between £320,000 and £645,000.

The above information enables us this year to report on a number of key financial ratios for proprietary clubs, as follows:

- Members subs as % of total revenue – the average for the middle 50% of clubs was **27%**, with a range from 18% to 38%.
- Members subs as % of overall cost – the average for the middle 50% of clubs was **28%**, with a range from 23% to 37%.
- Non-green fee income as % overall cost – the average for the middle 50% of clubs was **81%**, with a range from 65% to 90%.
- Staff cost as % of non-green fee income – the average for the middle 50% of clubs was **54%**, with a range from 51% to 56%.
- Staff cost as % of income – the average for the middle 50% of clubs was **43%**, with a range from 38% to 48%.
- Income from members as a % of total revenue – the average for the middle 50% of clubs was **28%**, with a range from 16% to 43%.

In the above analysis, we have shown the average and the range for the middle 50% of clubs surveyed for each ratio to create a reliable metric that is not skewed by outliers or extremes and thus shows the range that most clubs surveyed find themselves in.

Society income

This year, we are able to bring you the average society revenue for proprietary clubs, which stands at £106,000. This varies widely across individual clubs, ranging from just £1,500 to £900,000.

Bar revenue and activity

Average bar margins and other indicators this year were:

- Average gross margin 64% (up from 57% in 2024).
- Net profit 26% (up from 24% in 2024).
- Bar revenue £262,000, with 73% of proprietary clubs reporting revenues exceeding £150,000 (up from 50% in 2024).
- 53% of proprietary clubs reported an increase in bar revenues (63% in 2024).

These should be regarded as indicative of only those proprietary clubs who chose to disclose figures – with many choosing not to do so and larger proprietary clubs dominating.

Clubhouse costs

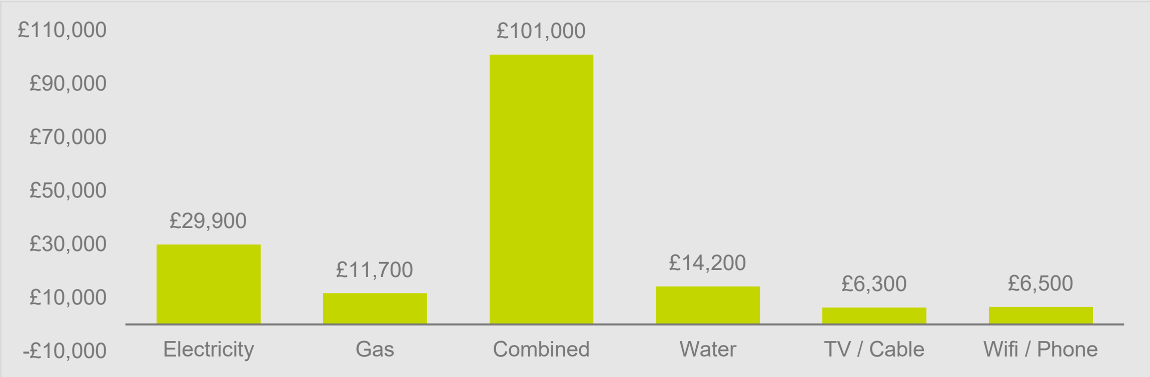
Costs associated with the clubhouse this year included:

- Rateable value £365,000 (significantly up from £67,000 in 2024).
- Rate cost £36,000 (doubling from £18,000 in 2024).
- Clubhouse maintenance cost £137,000 (substantially up from £19,000 in 2024).
- Clubhouse wages level £266,000 (significantly up from £153,000 in 2024).

Utility costs

Average annual utility charges for proprietary clubs are presented below. Due to the low number of proprietary clubs providing these figures in previous years, it is not practical to compare them. Clubs were also asked what percentage increase they expected in energy costs over the next 12 months. An average rise of 6% - lower than in 2024, when increases of up to 9% were anticipated.

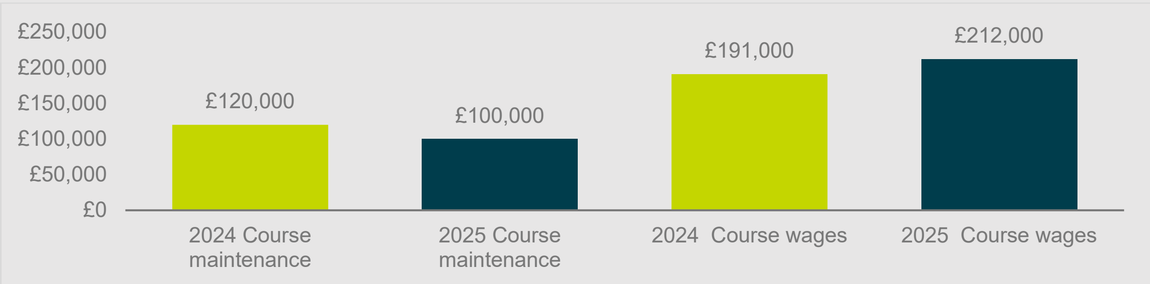
Average annual utility charges



Average course maintenance and wage costs

Proprietary clubs' average course maintenance and wage costs are presented below, although once again these results are based on a small number of clubs providing this information.

Average course maintenance and wage costs



Irrigation

28% of proprietary clubs indicated that they currently have fairway irrigation installed (22% in 2024), but no clubs report that they are considering installing or considering it.

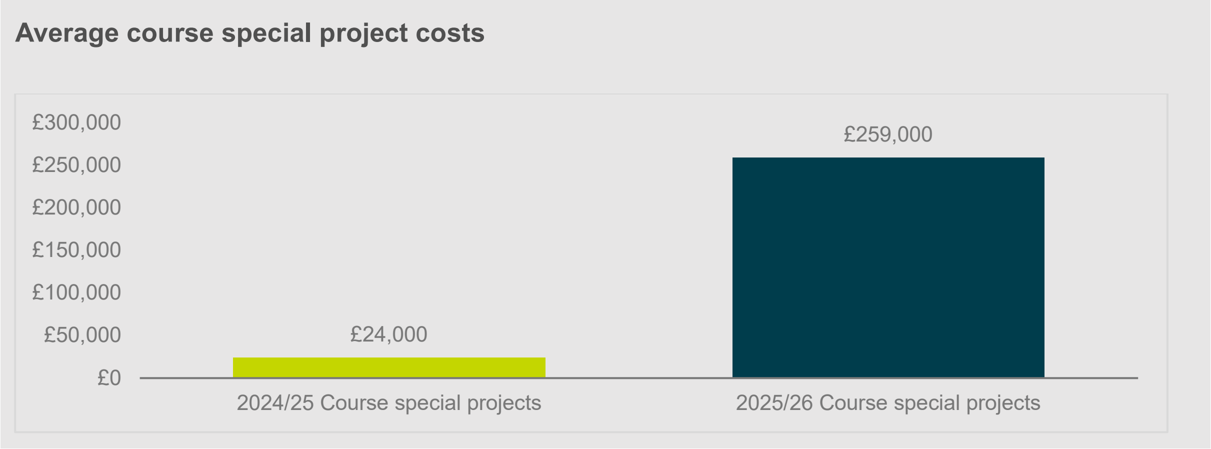
24% of proprietary clubs indicated that they have updated their greens and tees irrigation recently – fewer than the 33% in 2024.

In 2025 we also asked new questions on:

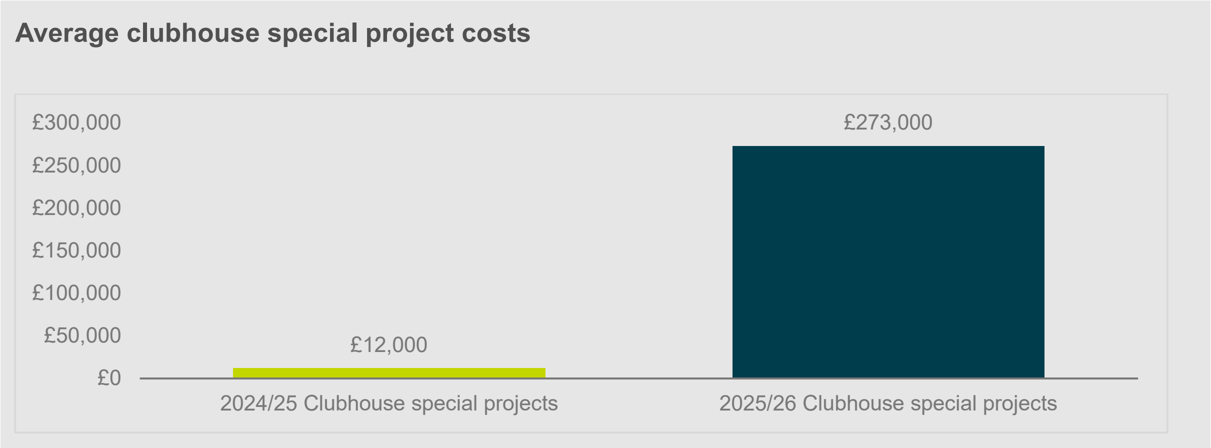
- Whether there is a sustainability programme in place - 25% of proprietary clubs have such a programme.
- Whether there is a water policy - 41% of proprietary clubs confirmed that they have one.
- How the course accesses water. Most proprietary clubs (44%) use mains/potable water, with 33% having their own reservoir and 22% using a borehole.

The following graphs present average current and estimated costs for special projects. Due to the small number of proprietary clubs providing this information it is not possible to comment on trends.

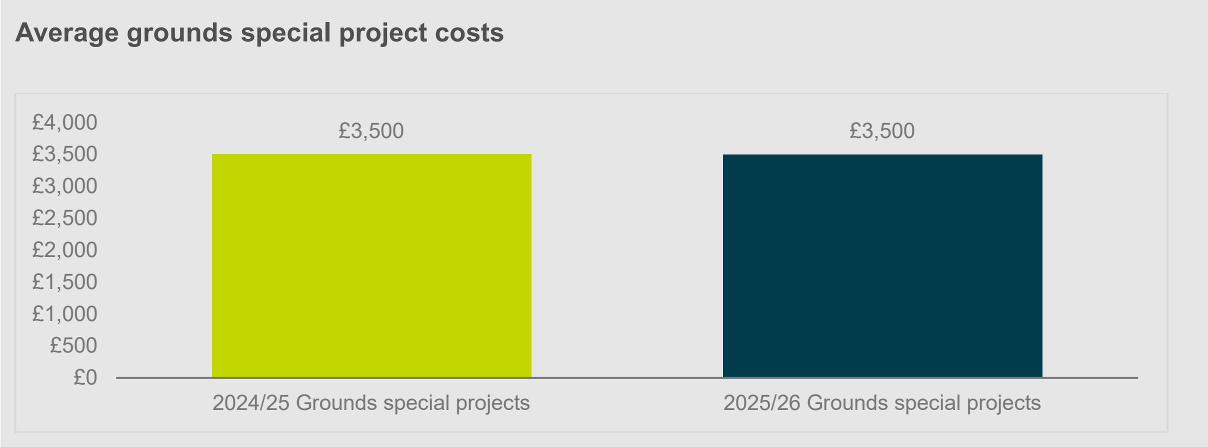
Average current and anticipated course special project costs



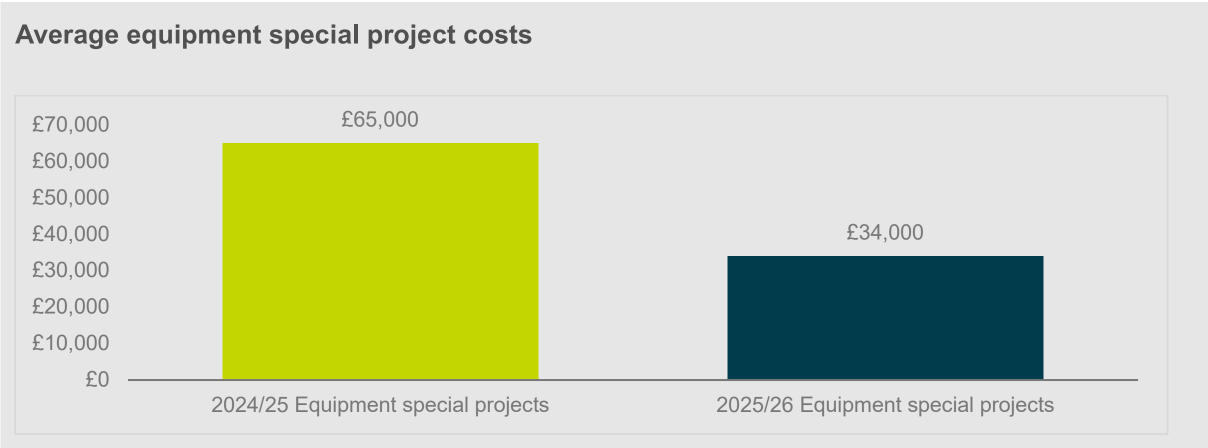
Average current and anticipated clubhouse special project costs



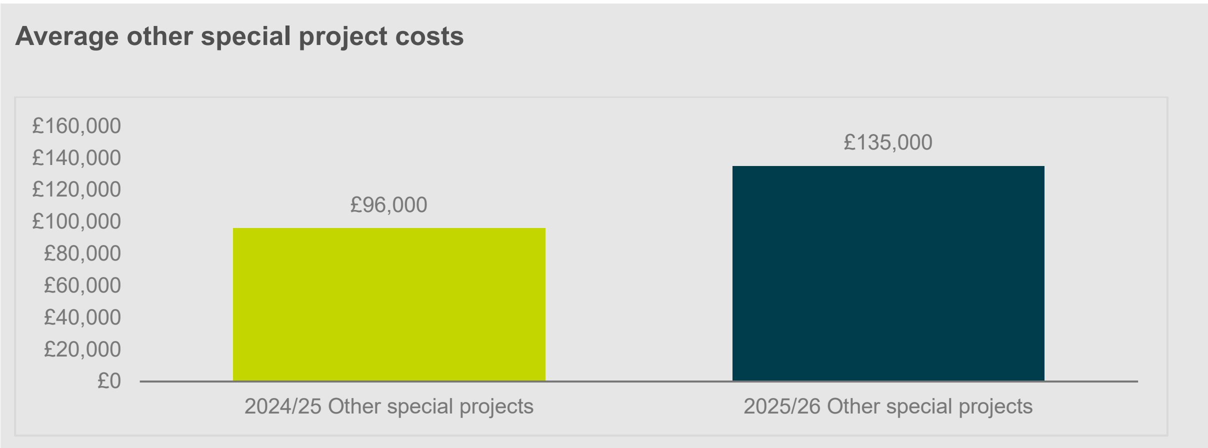
Average current and anticipated grounds special project costs



Average current and anticipated equipment special project costs



Average current and anticipated other special projects



Proprietary clubs using franchise catering

No proprietary clubs used a franchise for their catering in 2025 (comparable with 2024).

Among these clubs who cater without the services of a franchise, revenues ranged from £10,000 to £1.5 million, with 57% earning in excess of £200,000 (38% in 2024). This year, we are able to bring you the average catering revenue for proprietary clubs, which stands at £330,000. In 2025, 50% saw a slight or modest increase in catering revenues (the same as in 2024), whilst 36% reported a decrease (13% in 2024). Gross profit margins in 2025 averaged 64% (52% in 2024) and net profit 24% (exactly the same as reported in 2024).

Club profits and losses

56% of proprietary clubs reported a profit in 2025, with an average of £300,000, increasing from £180,000 in 2024. A loss was reported by 31% of proprietary clubs, with an average amount of £150,000. The remaining 13% of proprietary clubs broke even.

Annual general insurance

Just 14% of proprietary clubs pay less than £10,000 for their annual general insurance, far fewer than the 44% in 2024. This year, we are able to bring you the average amount paid for annual general insurance by proprietary clubs, which stands at £29,000.

Freehold properties

Just 6% of proprietary clubs indicated that they held freehold properties other than the clubhouse in 2025, a substantial reduction from the 43% in 2024.

The survey also established that 44% of proprietary clubs own freehold land and buildings (88% in 2024) and annual ground rent at each club is an average of £61,800 (not reported in 2024).

Raising finance

A variety of methods are used by proprietary clubs to raise finance for the club. The most popular was private finance. However, this was used by just 27% of proprietary clubs, compared to 57% in 2024. Hire purchase was the second most commonly used method (20%).

VAT

New questions were asked this year to establish for proprietary clubs:

- The recoverable VAT percentage – an average of 30%.
- The total irrecoverable VAT costs – an average of £300,000.

Proprietary clubs
Business development

Business development

A reduction in the number of proprietary clubs reporting growth

The percentage of proprietary clubs reporting growth in 2025 was 33% - a reduction from the 78% in 2024. Most (56%) were standing still, with 11% shrinking. The level of growth in the last 12 months varied between 5% and 15%, with an average of 10% (8% in 2024).

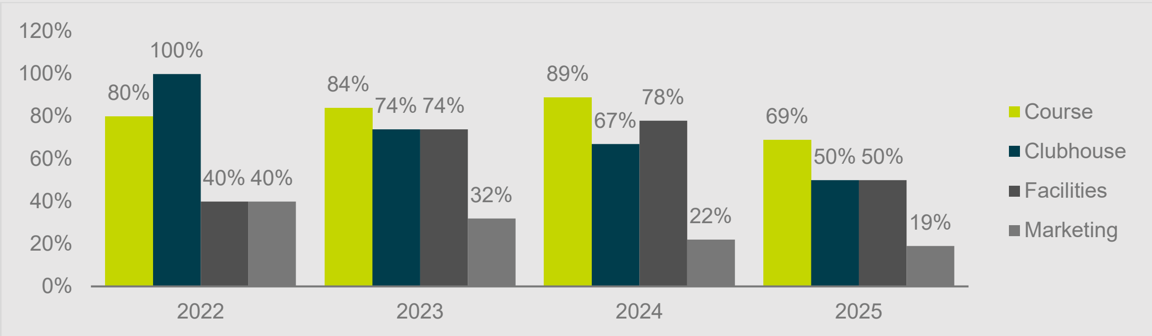
Social media successful in marketing

The most successful marketing activity (for 80% of proprietary clubs) was the use of social media. Advertising was also successful for 67% of proprietary clubs, followed by member referrals with 53%.

Falling proprietary clubs' investment

Investment in all areas has reduced in 2025, and most areas have seen the lowest level of investment for the last four years.

Proprietary clubs' investment



Proprietary clubs
Miscellaneous additional information

Miscellaneous additional information

Set opening hours

Many proprietary clubs had set opening hours (60%) with the remaining 40% having hours of 'daylight hours plus' (compared to 91% in 2024).

Days closed

Proprietary clubs had closed the course/clubhouse for between 2 and 75 days due to maintenance or bad weather, with an average of 21 days of closure (15 in 2024) in the previous 12 months.

Usage of temporary greens in winter

65% of proprietary clubs indicated that they used temporary greens in winter, but just 15% use them often, with the remaining 50% using them rarely.

Community Amateur Sports Clubs (CASC)

Just 7% of proprietary clubs indicated that they were Community Amateur Sports Clubs (none in 2024).

Club structure

50% (89% in 2024) of proprietary clubs indicated that they are currently incorporated, and another 13% are considering incorporation.

Board structure

Proprietary clubs reported that they had an average of 5 board members in each club, an increase on the 3 in 2024.

The expertise present in the boards of proprietary clubs in 2025 was mainly in Business, Finance, Legal and Marketing.

Our golf club team

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