

To the Members of the Seaford Head Golf Course Committee

A meeting of the Seaford Head Golf Course Committee will be held in the Council Chamber, 37 Church Street, Seaford, on Tuesday, 3 June 2014, at 7.00 pm which you are summoned to attend.

J Corrigan Interim Town Clerk 28 May 2014

Agenda

1. Apologies for absence

To consider apologies for absence.

2. Minutes

To approve the minutes of the meeting held on 4 March 2014.

3. Disclosure by members of any pecuniary interests and interests other than pecuniary interests, as defined under the Seaford Town Council Code of Conduct and the Localism Act 2011, in relation to matters on the agenda.

4. Public Participation

To deal with any questions, or brief representations, from members of the public in accordance with Standing Order 1 and Seaford Town Council Policy.

5. Finance Report

To consider report 31/14 regarding the financial position for the period 1 April 2013 to 31 March 2014 (pages 3 to 6).

6. Golf Course Income Report

To consider report 32/14 showing the ticket sales and income for the period 1 April 2013 to 31 March 2014 (pages 7 to 13).

7. Golf Professional's Report

To consider report 33/14 giving an update on Golf Course related matters (pages 15 to 20).



8. Head Greenkeeper's Report

To consider report 34/14 informing of the maintenance undertaken over the last three months (pages 21 to 22).

9. Request to Extend Construction of Club House Completion Date

To consider report 35/14 regarding the necessity for an extension of the time to complete the build if the new golf clubhouse to the 7th November 2014 (pages 23 to 34).

10. Appointment of Club Business Manager

To consider report 36/14 regarding the delegation to the Town Clerk/Interim Town Clerk to advertise and appoint the new Club Business Manager (pages 35 to 40).

11. Exclusion of Press and Public – It will be moved in accordance with the Press and Public (Admission to Meetings) Act 1960 that the press and public be removed as the matters to be discussed concern a confidential item regarding the Golf Pro Shop.

12. Confidential Item Regarding the Golf Pro Shop

To consider confidential report 37/14 regarding the Golf Pro Shop (pages 41 to 44).

For further information about items appearing on this Agenda please contact:-Mr J Corrigan, Interim Town Clerk, 37 Church Street, Seaford, East Sussex, BN25 1HG. Telephone 01323 894870.

Circulation

Committee:

Councillor I J White (Chairman), Councillor A Latham (Vice Chairman) Councillors B Allen, M Brown, P Franklin, S Gauntlett, T Goodman, B Groves, R Needham & A White.

Richard Andrews & Gary Richardson, Seaford Head Golf Club.

Fraser Morley, Golf Professional.

Nick Stephens, Head Greenkeeper.

For information:

Councillors S Adeniji, B Burfield, G Cork, S Dunn, A Hayder, P Heseltine, L Lord, S McStravick, L Wallraven and B Warren.



Report 31/14

Agenda Item No:

5

Committee:

Golf Course

Date:

3 June 2014

Title:

Golf Course Finance Report

By:

Lucy Clark, Support Services Manager

Purpose of Report:

To inform on the financial position to 31 March 2014

Recommendations

You are recommended:

1. To approve the financial position to 31 March 2014.

1. Information

- 1.1 Attached in Appendix A are the statements detailing income and expenditure for the period 1 April 2013 to 31 March 2014 compared to the projected annual budget.
- 1.2 Overall, except noted below, the budget % for the period is broadly in line with the projected annual budget.
- 1.3 Variances not previously reported may be explained as follows:
 - (a) 4010 Staff Training the shown underspend should have been accrued as an invoice paid in April related to the second payment to Plumpton College for the Apprentice Greenkeeper which should have come from the 2013/14 budget.
 - (b) 4045 Golf Course Player Costs the overspend is incorrect as an amount for the membership cards was accrued in error. The actual spend for 2013/14 is £2,136.
 - (c) 4060 Refuse the overspend relates to an invoice relating to 2014/15 being paid in 2013/14.
 - (d) 4155 Professional Fee relates to legal advice being taken regarding the Golf Club.



(e) 4251 Dog Bin Emptying – overspend is due to 4 dog bins not originally budgeted for.

2. Financial Appraisal

The financial implications in this report are outlined in Section 1 of this report.

3. Contact Officer

The Contact Officer for this report is Lucy Clark, Support Services Manager.

Support Services Manager

Interim Town Clerk

27/05/2014

Seaford Town Council YEAR END 2013/14

16:18

Detailed Income & Expenditure by Projected Budget Heading 31/03/2014

Page No 1

Month No: 12

Committee Report

		Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
Golf C	<u>Course</u>						
<u>101</u>	Golf Course						
4000	Salaries & Wages	69,438	70,332	894		894	98.7 %
4001	Employers NI	4,145	4,297	152		152	96.5 %
4002	Employers Superannuation	12,663	12,662	-1		-1	100.0 %
4010	Staff Training	441	800	359		359	55.2 %
4011	Staff Protective Clothing	689	720	31		31	95.7 %
4041	Golf Professional Retainer	39,837	40,400	563		563	98.6 %
4045	Golf Course Player Costs	2,509	2,000	-509		-509	125.4 %
4051	Rates	886	888	2		. 2	99.8 %
4052	Water & Sewerage	13,304	10,461	-2,843		-2,843	127.2 %
4055	Electricity	2,204	5,067	2,863		2,863	43.5 %
4056	Gas	994	1,070	76		76	92.9 %
4060	Refuse	367	310	-57		-57	
4100	Telecommunications	285	408	123		123	69.8 %
4105	Postage	263	218	-45		-45	
4106	Stationery	87	50	-37		-37	173.5 %
4110	Advertising & Publicity	795	3,000	2,205		2,205	26.5 %
4113	Software Support	150	285	135		135	52.6 %
4114	Licence Fee	75	75	0		0	100.0 %
4115	Insurance	9,618	10,045	427		427	95.7 %
4155	Professional Fees	276	0	-276		-276	0.0 %
4156	Bank Charges	1,590	2,103	513	•	513	75.6 %
4199	Other Expenditure	0	200	200		200	0.0 %
4201	Cleaning	5,010	5,454	444		444	91.9 %
4251	Dog Bin Emptying	1,653	1,017	-636		-636	162.5 %
4261	Grounds Maint non contract	21,974	22,078	104		104	99.5 %
4270	Vehicles & Equipment Maint	12,915	13,481	566		566	95.8 %
4271	Vehicle & Equipment Lease`	20,996	20,996	0		0	100.0 %
4272	Equipment Purchase	6,327	15,000	8,673		8,673	42.2 %
4274	Projects Expenditure	4,750	0	-4,750		-4,750	0.0 %
4275	Building Maintenance	0	0	0		0	0.0 %
4277	New Golf Club House	-3,050	0	3,050		3,050	0.0 %
4301	Public Works Loan Payment	0	0	0		0	0.0 %
	Golf Course:- Expenditure	231,191	243,417	12,226	0	12,226	95.0 %
1000	Golf Course Season Ticket	147,973	145,967	2,006			101.4 %
1001	Golf Course Green Fees M-F	47,217	48,503	-1,286			97.3 %
1002	Golf Course Green Fees w/eb/h	40,360	40,840	-480			98.8 %
1003	Golf Course Specials	33,342	39,081	-5,739			85.3 %

27/05/2014

16:18

Seaford Town Council YEAR END 2013/14

Detailed Income & Expenditure by Projected Budget Heading 31/03/2014

Month No : 12

Committee Report

Page No 2

APPRODORA (cont).

		Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
1005	Golf Course Credit Card Charge	100	146	-46			68.6 %
1007	Golf Course Air Traffic	5,000	5,000	0			100.0 %
1050	Income Rent	0	337	-337			0.0 %
1054	Income Other	267	1,300	-1,033			20.5 %
1057	Income Electricity Recharge	441	1,139	-698			38.7 %
1063	Income Gas Recharged	373	535	-162			69.7 %
1100	Income Advertising	431	500	-69			~86.3 %
	Golf Course :- Income	275,504	283,348	-7,844			97.2 %
	Net Expenditure over Income	-44,313	-39,931	4,382			
<u>102</u>	New Club House						
4277	New Golf Club House	444,329	0	-444,329		-444,329	0.0 %
	New Club House:- Expenditure	444,329		-444,329	0	-444,329	
1304	PWLB - New Club House	444,844	0	444,844			0.0 %
	New Club House :- Income	444,844	0	444,844			
	Net Expenditure over Income	-515	0	515			
	Golf Course :- Expenditure	675,520	243,417	-432,103	0	-432,103	277.5 %
	Income	720,348	283,348	437,000			254.2 %
	Net Expenditure over Income	-44,828	-39,931	4,897			



Report 32/14

Agenda Item No:

6

Committee:

Golf Course

Date:

3 June 2014

Title:

Golf Course Income Report

By:

Lucy Clark, Support Services Manager

Purpose of Report:

To inform members of the Golf Course income.

Recommendations

You are recommended:

1. To approve the contents of this report.

1. Information

- 1.1 The summary, attached at Appendix A, shows the number of ticket sales and income for each category for the period 1 April 2013 to 31 March 2014.
- 1.2 The summary attached as Appendix B, shows the tickets sales comparison for the periods 1 April 2013 to 31 March 2014 for 2013/14, 2012/13, 2011/12 and 2010/11.

2. Financial Appraisal

There are no direct financial implications arising out of this report.

3. Contact Officer

The Contact Officer for this report is Lucy Clark, Support Services Manager

Support Services Manager

Interim Town Clerk



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ŀ	20.83	250.00	208.33	00.0	208.33	10	50.00	41.67	2	100.00	83.33		83.33	4
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	10.00	1,884.00	1570.00	00:0	1570.00	118	1600.00	1333.33	100	2960.00	2466.67		2466.67	247
	16.67	1,240.00	1033.33	00:00	1033.33	62	1460.00	1216.67	73	2020.00	1683.33		1683.33	101
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	Gross	3	800.00	0.00	90.00	1408.00	1880.00	10.00	497.00	304.00	0.00	0.00	1900.00	12.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	333.50	1050.00	1342.00	180.00	492.00	100.00	304.00	00.00	0.00	45.00	0.00	0.00	140.00	
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Copiciliada	Net	3	1841.67	20.83	300.00	2134.17	1816.67	8.33	910.00	46.67	58.33	554.17	3275.00	20.00	0.00	0.00	62.50	0.00	0.00	00.0	00.0	342.92	525.00	00.0	300.00	220.00	00.0	266.67	300.00	0.00	204.17	461.67	2025.00	100.00	Î
7	Gross	£	2210.00	25.00	360.00	2561.00	2180.00	10.00	1092.00	26.00	70.00	965.00	3930.00	24.00	0.00	0.00	75.00	0.00	0.00	0.00	0.00	411.50	630.00		360.00	264.00	0.00	320.00	360.00	0.00	245.00	554.00	2430.00	120.00	
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rengas.	Net	£	3258.33	00.0	250.00	2226.67	2550.00	141.67	1131.67	00.0	116.67	585.83	3145.83	60.00	0.00	00.0	0.00	0.00	00.0	0.00	234.38	339.58	0.00	00.0	350.00	466.67	83.33	63.33	291.67	104.17	450.00	2229.17	1291.67	33.33	
	Gross	£	3910.00	0.00	300.00	2672.00	3060.00	170.00	1358.00	0.00	140.00	703.00	3775.00	72.00	0.00	0.00	0.00	0.00	00.0	0.00	281.25	407.50	0.00		420.00	560.00	100.00	76.00	350.00	125.00	540.00	2675.00	1550.00	40.00	
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July	Net	3	3141.67	83.33	550.00	1586.67	2183.33	125.00	1610.00	0.00	0.00	310.00	2583.33	20.00	8.33	37.50	62.50	131.25	0.00	653.33	42.71	1657.29	0.00	0.00	716.67	120.00	100.00	95.00	383.33	166.67	179.17	2280.00	1575.00	216.67	
	Gross	3	3770.00	100.00	00.099	1904.00	2620.00	150.00	1932.00	00.0	00.0	372.00	3100.00	60.00	10.00	45.00	75.00	157.50	00.00	784.00	51.25	1988.75	0.00		860.00	144.00	120.00	114.00	460.00	200.00	215.00	2736.00	1890.00	260.00	
			M/Week T/Light	M/Week Con Day	M/Week Adult Day	M/Week Con	M/Week Adult	M/Week Junior	Week End T/Light	W/end Con Day	W/end Adt Day	W/end Con	Week End Adult	Week End Junior	Credit Card Charge	Junior	Youth 18 to 20	Intermediate 1 (21-25)	Intermediate 2 (26-29)	Senior	5 Day Adult	7 Day Adult	Win 210	Winter Warmers	Society M/Week Adt	Society M/Week Con	Society W/end Adt	Society W/end Con	Society M/Week Day	Society M/Week Con Day	Society Deposit	Summer Sizzler M/W	Summer Sizzler W/E	Reciprocal Charge	

		January			February			March		:	Total YTD	
	Gross	Net	Nos.	Gross	Net	Nos.	Gross	Net	Nos.	Gross	Net	Nos.
				ε	£		3	3		댸	3	
M/Week T/Light	320.00	266.67	32	345.00	287.50	35	840.00	700.00	8	18339.00	15282.50	1806
M/Week Con Day	0.00	0.00	0	00.0	0.00	0	00.00	00.00	0	525.00	437.50	21
M/Week Adult Day	0.00	0.00	0	00.0	00.0	0	00'0	0.00	0	2430.00	2025.00	81
M/Week Con	1928.00	1606.67	161	140.00	116.67	12	936.00	780.00	78	19206.00	16005.00	1423
M/Week Adult	520.00	433.33	35	320.00	266.67	21	930.00	775.00	62	18060.00	15050.00	944
M/Week Junior	00'0	00'0	0	00.0	0.00	0	00.0	00.00	0	500.00	416.67	20
Week End T/Light	296.00	246.67	23	126.00	105.00	O	644.00	536.67	46	10677.00	8897.50	785
W/end Con Day	0.00	0.00	0	00.0	0.00	0	00'0		0	1196.00	996.67	4
W/end Adt Day	0.00	0.00	0	00.0	0.00	0	0.00	0.00	0	280.00	233.33	7
W/end Con	272.00	226.67	17	96.00	80.00	မ	320.00	266.67	20	3192.00	2660.00	146
Week End Adult	3005.00	2504.17	150	480.00	400.00	24	2860.00	2383.33	143	32787.00	27322.50	1356
Week End Junior	0.00	0.00	0	00.0	0.00	0	00.0		0	300.00	250.00	25
Credit Card Charge	0.00	0.00	0	00.0	0.00	0	00'0	0.00	0	120.23	100.19	24
Junior	0.00	0.00	0	00.0	0.00	0	0.00	00.00	0	510.00	425.00	0
Youth 18 to 20	0.00	0.00	0	00.0	0.00	0	00'0	0.00	0	649.99	541.66	7
Intermediate 1 (21-25)	0.00	0.00	0	00.0	0.00	0	00'0	0.00	0	1054.50	878.75	9
Intermediate 2 (26-29)	0.00	0.00	0	00.0	0.00	0	00'0	00.00	0	4451.70	3709.75	17
Senior	0.00	0.00	0	0.00	0.00	0	00'0	00.00	0	58708.00	48923.34	177
5 Day Adult	00.00	0.00	0	00.0	0.00	0	00'0	00.00	٥	14207.00	11839.16	38
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Society M/Week Day	0.00	0.00	0	00.0	0.00	0	00.0	00.00	0	1169.98	974.98	39
Society M/Week Con Day	0.00	0.00	0	00.0	0.00	0	0.00	00.00	0	324.98	270.81	13
Society Deposit	160.00	133.33	32	310.00	258.33	62	385.00	320.83	11	4514.98	3762.48	269
Summer Sizzler M/W	0.00	0.00	0	00:00	0.00	0	0.00		0	8215.00	6845.83	514
Summer Sizzler W/E	00.0	0.00	0	00.0	0.00	0	0.00	00.00	0	6995.00	5829.17	349
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APPENDIX B

Agreement B

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Round Comparison 2010/11,2011/2012, 2012/13, 2013/14

Total 10/11	52	1036	19	71	75	1587	1707	17	536	401	8	2139	69	35	6	6	13	თ			198	631	424	117	112	343	346	27	123	216	45	232				10,606
Total 11/12 To	63	1482	12	62	96	1536	1415	14	967	390	8	2039	56	50	9	16	18	10	24	23	262	0	481	0	38	605	0	0	0	312	89	275	460	67	17	10,872
	49	829	41	61	99	1296	1068	2	618	314	11	1371	91	53	0	12	19	တ	17	22	278	639	309	8	0	624	214	32	7	335	51	247	337	o	0	9,027
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Mar-12	21	208		5	2	271	128	9	92	19		195	3	13			5	2	5	ၑ	93									22	18	99	25			1203
Mar-13		28		2		107	28	1	27	12		113	16	18			3	1	1	3	93	96	10							16	14	52	19			999
Mar-14		84				78	62		46	20	143											98	9	7.			10			12			77			640
Feb-11		28			4	198	81		30	13		129	3									162								24						672
Feb-12		20			4	41	41		39	4		51		_					1											38		4	45			319
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Feb-14		35				12	21		6	9		24										12											62			181
Jan-11		10				25	24	5	18	2	2	102	7									89								4.						295
	Locker	M/Week T/Light	M/Week Con Day	M/Week Adult Day	M/Week Junior	M/Week Con	M/Week Adult	Locker (Small)	Week End T/Light	Week End Con	W/end Adt Day	Week End Adult	Week End Junior	Credit Card Charge	Junior Membership	Winter Only	Junior	Youth 18 to 21	ntermediate 21-25	ntermediate 26 - 29	Over 60 + unemployed	Winter Warmers	Weekend Society Adult	Weekend Soc.Con	Weekend Soc.Day	Mid Week Soc.Adult	Midweek Soc.Con	Midweek Soc. Adult Day	Midweek Soc. Day	Reciprical Charge	5 Day Adult	7 Day Adult	Society Deposit	Summer Sizzler M/WK	Summer Sizzler W/End	Total

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Report 33/14

Agenda Item No:

7

Committee:

Golf Course

Date:

3rd June 2014

Title:

Golf Professional's Report Membership Figures

By:

Fraser Morley, Golf Professional

Wards Affected:

All Seaford wards

Purpose of Report:

To provide update on Golf Course related matters.

Recommendations

You are recommended:

- 1. To approve a reduction of 25% to the price for full year membership for the period 1 July 2014 to the beginning of the winter membership, 1 October 2014.
- 2. To approve an incentive offer to new members of 15 months for the price of 12. This would be for new members starting on 1 January 2015 i.e. January to March 2015 free, April 2015 to March 2016 paid for. The membership fee would be at the new rate increased in line with inflation.
- 3. To approve that current members have their full year's membership fee frozen for the next year, April 2015 March 2016.
- 4. To approve looking into the feasibility and options for an official opening of the new clubhouse in November 2014 (upon completion) and then a larger Season opening in April 2015.

1.1 Membership Renewals

1.1.1 After a very encouraging start to sales we have seen a sharp decline in the renewal of memberships for this season. The lack of facilities has been the main reason and the majority of people have left for this year and not necessarily permanently. Not only the size and quality of the facilities but the lack of outside space and being basically in a car park have not helped us. The increase for some has been an issue especially with the delay in completion of the clubhouse. Although interestingly, over half the people that have not rejoined were members and not just season ticket holders last year. Of the people that complained via email or letter, all but 2 of them have renewed after a reply and those 2 are actually still playing green fees.



- 1.1.2 From the table below we can see it is not all bad news. We have managed to attract 28 new people to the course so the marketing has been positive. There are many people still paying green fees and people are still trickling with memberships even now. Sadly we have lost 17 people through injury or have stopped playing altogether. Although some of the injured are planning to return once fit.
- 1.1.3 We have sent out a reminder letter with an attached survey to find out the other reasons for not renewing this year. We will continue to market and remain positive to attract as many people as possible over the coming months. An advert is going into Golf News and continued social media usage will keep people aware of progress and offers. The course has suffered too and has not really helped our cause in selling the product without the facilities included. Although this has improved considerably over the last month. I envisage a late uptake with some people holding on and trying to save money at this time. I would also suggest we pro rata the cost of the membership from July 1st and maintain this until the winter membership on October 1st.
- 1.1.4 Once we have the new build up and running this will give us a much improved product to sell. I would suggest a huge push in the new year with a 15 for 12 offer for new members from January 1st. This would be with an increase on this years fees but hold the cost for all the people that have stayed with us this year. I believe this would give us a great kick start for the new season and also attract local people who would normally renew their other memberships in January. If we leave it until April we could miss a trick with some people having renewed with their other clubs by then.

	2013\14	2014/15	Diff as of 27/05/14	New	Joined Others	Paying GF's	Moved	Stopped /Injured	Upgraded	Unknown
7 Day	178	145	-33	8	12	18		3		8
5 Day	37	24	-13	4	3	7		The state of the s	2	5
Senior	175	147	-28	6	7	12	1	12		2
Inter 2	16	8	-8	1	2	2		1		4
Inter 1	4	9	5	6					1	
Youth	4	2	-2	2				1		3
Junior	7	4	-3	1			1			3
	421	339	-82	28	24	39	2	17	3	25

1.1.5 Although this year has been an extremely tough year all round, for everyone, we have the potential to see great things once we are fully open again. Timing, weather and course condition at a pivotal time have been against us but I still believe the future is bright.

1.2 Other Income information

- 1.2.1 Green Fee and Society income have been solid in April, actually beating last year.

 May is fairly level in green fees but a good third down with societies. This again being down to the facilities on offer at present.
- 1.2.2 The £10 guest offer for members has been well received and is bringing in a steady amount of guest and new golfers to the course. Some £400 in revenue in the first 2 months.
- 1.2.3 A new advert had gone into Golf News for May. This has included the Summer Sizzler deal which he have made for a minimum of 4 instead of 8 to encourage more smaller groups to attend the course to try and ease the deficit of losing the larger groups for this year.

1.3 New Build Opening

- 1.3.1 With the opening pushed back to the start of November I suggest we look at having an official opening then and larger season opening in April.
 - We should look at advertising the opening around the town, billboards, banners, directional signs, sandwich boards etc. Use signs similar to the theatre as you drive into the town. Let as many people we can know we are there and opening something new in the town.
 - oInvite the local residents who live in close proximity to the course and have had to endure the building process. Helps build good relations moving forward and hopefully have these people as customers in the future.
 - oHand out flyers and leaflets to all attendees. Price lists and society forms. Business cards and menus.
 - oRedesign website with Catering Manager and keep up to date as with the golfing side with offers and deals. Add these offers to the social media part of the golf course.
 - oInvite local radio and TV to cover the opening. Invest in some radio advertising to for the day and also the new membership ideas around that time.
 - oInvite local papers and golfing magazines for editorials on the impact of such a facility in the area.
 - oHave childrens activities to encourage parents to bring along the golfers of the future. Kids party food available and face painting or the like.
 - oChronicle the opening with photos of the events; use these for future marketing and social media coverage.
 - oActual ribbon cutting ceremony with local VIP's and celebrities. Maybe a golfing celebrity if budget allows.
 - oLay on a buffet of the food we will have on offer once open. Free food for all people attending the opening ceremony.

- OSet up the function rooms in different ways to show its versatility of the building from weddings to golf societies to Sunday lunches.
- Opening day offers to encourage people to book future functions, golf days etc. Freebies to give away to the first 100 customers for example. Possibly in conjunction with the brewery.
- o Competitions in the indoor interactive teaching area. Prizes and offers available for new golfers and members alike. Possible long driving event, beat the Proetc.
- Opening raffle and charity auction. Grand prizes from suppliers and the course itself.
- oFor the larger opening, we can add a Pro-Am tournament and combine the golfing element with the clubhouse facilities. More TV and Radio publicity and papers, magazines. Hopefully that time of year will bring us better weather and daylight hours.

1.4 Request for Credit

1.4.1 A long-standing member wrote to us with regards to the ill health he suffered last year and requesting a credit on his membership for this year. The member has been a regular at Seaford Head for many years and I would suggest we look to credit him for 6 months of his last year's season ticket against this year's membership. He will be paying £401.50 as the balance for the remainder of the year. (see attached letter for request in Appendix A).

1.5 Other Information.

- 1.5.1 The new computer for the Pro Shop is on its way and we will be looking to set up the new BRS booking system as soon as possible. Also implementing the new membership system and making sure that all is in place before moving into the new build. This gives us ample time to smooth out any glitches and get up to speed with the system as a whole before incorporating it into the catering facility. The BRS system will also start to market our course and begin to bring new golfers in the least popular times. The new membership system will see us closely knitted with the golf clubs side of things and also enable us to more effectively send out mail shots and emails to the relative people as we approach the opening.
- 1.5.2 We are looking to also get the aerial video and stills taken over the next month. Now the course is starting to look at its best again, they'll be looking for a bright day to make it look its best. This will be a great marketing tool for the website and social media alike.
- 1.5.3 Photos of the course and building updates are well received on the social media sites. We seem to be more popular on Twitter with 660 followers and have active retweets of items we post through facebook. We are currently looking into advertising on facebook for the course. Especially around the opening time if budget allows.

2. Financial Appraisal

The financial implications are shown in 1.4.1 above of this report.

3. Contact Officer

The Contact Officer for this report is Fraser Morley, Golf Professional/Manager

Golf Professional/Manager

Interim Town Clerk

FAO Seaford Town Council:

	Regarding	Season	Ticket	and	Club	membership	at o	Seaford	Head	Golf	Club
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15th March 2014

Dear Sir / Madam,

In the early half of 2013, around the time of the new season ticket renewal, I contacted Seaford Town Council regarding my new season ticket fee at Seaford head Golf Club for 2013 - 2014. I explained that I was due to have open heart surgery which would lay me off golf for a considerable period of time and I asked what I should do regarding payment of the season ticket for 2013 -14. The response I received was that I should pay the full 7 day price and on return to golf, notify the council either for a refund for the period of time that I was out or for a discount on the following season.

In 2013, my last round of golf was on July 13^{th} . I was admitted to the Royal Sussex County Hospital (Brighton) on July 16^{th} and had my operation the following day.

My aortic valve was removed and a metal valve was inserted to replace the damaged heart valve. Four weeks later I had to go back into hospital because of an infection which could have spread to my heart. I was in hospital for a further 5 weeks being treated for Endocarditis. As a result of this my recovery and rehabilitation was delayed.

I finally returned to Seaford Head in the middle of January of this year, (2014.) This means that I was unable to play golf for 6 months. Both professionals, Fraser Morley and Chris Kelley have been aware of my circumstances and can verify these details.

In March, I received the new season ticket and membership application form from Seaford Town Council. I would therefore very much appreciate the committee at Seaford Town Council to consider my application for a reduced fee. I had been advised by the Town Council, (last year) that this would be the better option as you would then know how long I had been unable to play golf.

My email address is:

If there are any further details that you need, please do not hesitate to contact me.

Thank you



Report 34/14

Agenda Item No:

8

Committee:

Golf Course

Date:

3rd June 2014

Title:

Head Greenkeeper report

By:

Nick Stephens

Wards Affected:

All Seaford wards

Purpose of Report:

To inform of Golf Course Maintenance

Recommendations

You are recommended:

1. To note contents of this report

1. Information

A good spring weather wise in terms of temperatures and ideal levels of rainfall, coupled with timely fertiliser and wetting agent applications, has enabled most areas of turf to recover from damage caused by waterlogging and possibly the worst year for leatherjacket infestation (Crane fly larvae) for a very long time.

March

Greens solid tined to a depth of 80mm with spacings as close as possible to aid air and water movement through the profile, reducing chance of disease and also to physically control leatherjackets. Application of granular insecticide to greens again for leatherjacket control. Greens Verti-cut twice to reduce coarse grass and fed with liquid Nitrogen(6 units), Iron and Porthcawl(Seaweed/trace elements) to stimulate early growth. Selected Fairways also fed similar cocktail along with wetting agent to encourage recovery from aforementioned damage. Construction of new bunkering on 7th hole completed and looks very good, as envisaged the aesthetics and tactical approach to the hole has changed for the better.

April

Grass Tees back into play as planned at beginning of month, apart from the Par three 4th which suffered the most over winter, so the decision to remain on the winter mat for another 10-14 days was taken. Extra over-seeding and fertiliser on this and the other high wear Par three Tees paid dividends in the end. All Tees received a slow release 16-2-10 granular fertiliser. Hollow coring on Greens 10 and 11 was carried out as it was decided to be the most effective means of a desired soil exchange. A straight sand top-dressing was worked into the



holes along with fine grass seed. All other greens over seeded and top-dressed with same sand twice during the month to reduce organic matter levels and true surfaces. A Wetting agent and root booster was applied to aid recovery. Greens fed at the very beginning of month with Potassium Nitrate (7 units) and at the end of the month with my trusted liquid Nitrogen(7 units)/Porthcawl/Iron cocktail and growth regulator. Regular brushing of putting surfaces prior to mowing was carried out to improve surface and reduce coarse grass. Post and rope barriers removed after successfully protecting vulnerable areas over winter.

May

Fairways and Tees fed with soluble Nitrogen/Iron product and Growth regulator to encourage dense, hardwearing and attractive turf, results and feedback have been very positive. The previously, very bare 3rd showing particular improvement. Granular wetting agent applied to all Tees and Leather jacket control applied to areas still being damaged by very numerous and active larvae. Spiking and over-seeding of worst affected area on 18th fairway deemed necessary. Greens solid tined to a depth of 70mm at 75mm centres and verticut/ brushed as necessary. Wetting agent and root booster application to greens imminent at time of writing. As Growth has been very strong this month the Greenstaff were very busy with day to day mowing regimes and routine machinery maintenance. Overall the Course is looking healthy, Golfers appear to be appreciative of our efforts and we are definitely heading in the right direction with quality and presentation.

2. Financial Appraisal

There are no financial implications contained in this report.

3. Contact Officer

The Contact Officer for this report is Nick Stephens, Head Greenkeeper.

Head Greenkeeper

Interim Town Clerk



Report 35/14

Agenda Item No:

9

Committee:

Golf Course

Date:

3 June 2014

Title:

Request to extend completion date for construction of

clubhouse to 7th November 2014

By:

James Corrigan, Interim Town Clerk

Purpose of Report:

To explain the necessity for an extension of the time to

complete the build if the new golf clubhouse to the 7th

November 2014.

Recommendations

You are recommended:

1. To approve the extension of the contract to build the new clubhouse to the 7th November 2014.

1. Information

- Housemartins Chartered Surveyors have previously made the Council aware at the liaison meetings that the construction timeline for the new clubhouse has had to be extended. This is due to the 13 week period during the winter when delays were incurred due to poor weather.
- 1.2 The delay in laying the concrete floor was particularly crucial.
- 1.3 A formal letter has now been received asking that the extension be approved.
- 1.4 Housemartins, as the Councils professional advisor, have advised that it would be unwise not to agree to the extension as this may result in a rushed job and consequential poorer quality building.
- 1.4 A copy of the request letter from Cheesemur, support letter from Housemartins and construction programme graph are attached in appendices A, B & C.

2. Financial Appraisal

QUALITY TOWN There are no financial implications in terms of expenditure as a result of this report. The contract requires the builder to shoulder any additional costs due to this delay. There will be a reduced period to generate a profit from the clubhouse this financial year. On the basis of the business plan this will equate to approximately £15,000 this financial year.

3. Contact Officer

The Contact Officer for this report is James Corrigan, Interim Town Clerk

Interim Town Clerk

RECEIVED

0 6 APR 2014



4th April 2014

Our ref. C00132/CA

Robert Mobbs
Housemartins Chartered Surveyors
11 High Street
Seaford
East Sussex
BN25 1PE

Dear Robert,

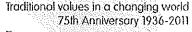
Re. Seaford Head Golf Club. Southdown Road. Seaford, BN25 4JS.

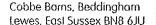
We refer to both our numerous discussions at the project meetings and our letter dated 6th February 2014, which we utilised to notify an irrecoverable delay to the critical path of the contract. Please can we ask that in accordance with clause 2.24.1 of the JCT Standard Form of Design & Build Contract 2011, that you accept this letter as our formal application for an extension of time up to and including the 19th March 2014?

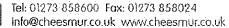
Please can we record that in compliance with our contracted obligations to make every endeavour to mitigate the extent of lost time, we have rescheduled resources and the sequence of activities to pick up time where feasible to do so. However, we are sure you will appreciate that our working practices and consequently, the extent of our "best endeavours," are restricted by Planning and Environmental legislation with particular regard to working hours and noisy activities. Furthermore, we will continue to maximise the volume of labour on site to make up for lost time, but will not bring additional labour to site to the detriment of safety or efficiency of productivity.

Please find attached a copy of our revision B programme, updated to reflect the delays incurred to 19th March 2014. We note that the critical path is best measured against the installation of the pcc floors which should have been laid on Monday 16th December 2013, but were not installed until 17th March 2014, giving rise to a 13 week delay, including the 2 weeks for the Christmas shutdown. Please can we record that the critical path activities have suffered potentially irrecoverable delay for reasons beyond our reasonable control and attributed to the following listed relevant event.

1. Clause 2.26.8 – Exceptionally adverse weather conditions – Please refer to the attached Meteorological Office UK Climate Anomaly Maps, which substantiate the exceptional weather conditions with regards the rainfalls being in excess of 200% of the 1961-1990 average and the winter period being the wettest for some 100 years. The weather charts do not take consideration of the particular disruptive winds, including the numerous hurricane force weather systems that were widely recorded through December 2013 to February 2014. We have recorded a total of 382 hours (approximately 8½ weeks) lost to matters arising from this relevant event and will not attract a loss and expense claim. We note that the balance of the lost time (2½ weeks) is accounted for in additional works activities in taking down walls damaged by the















weather conditions and subsequent rebuilding, alongside such activities as removing areas of moisture from the site to facilitate works progressing and the like.

Notwithstanding the submission of the extension of time claim and potential award which will be made, we will continue in our best endeavours to mitigate the extent of the delay to the critical path. The updated programme is submitted to you on the basis that it is subject to any further delays incurred after the 19th March 2014, which are beyond our reasonable control.

We trust the aforementioned is self-explanatory and simply comprises more formal confirmation of that information discussed at the last project meeting. Please call if there are any queries, otherwise we look forward to discussing the matter after submission of the formal extension of time claim.

Yours sincerely,

Jason Wickenden

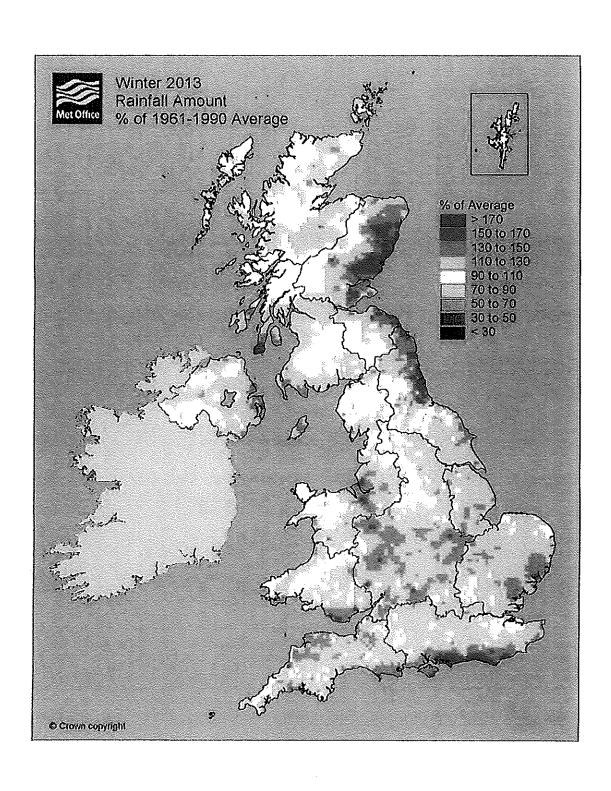
Contracts Manager for Cheesmur Building Contractors

Enc

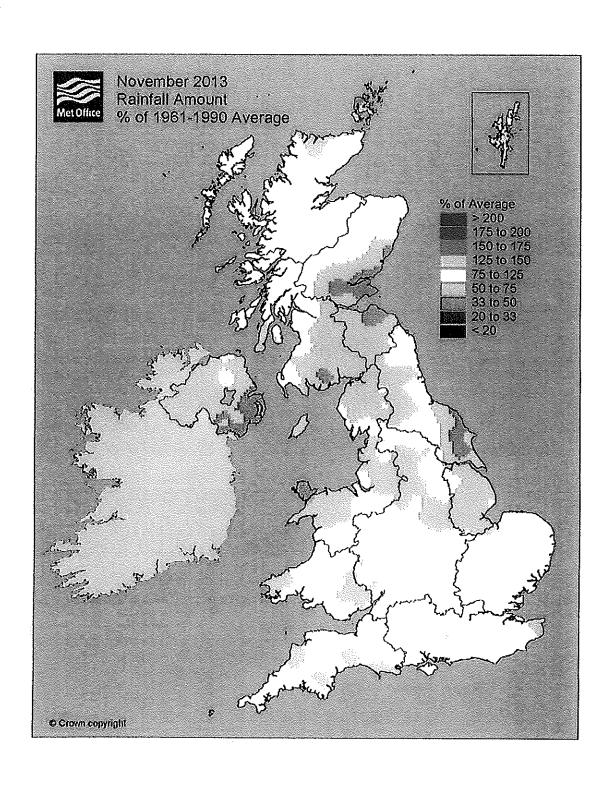
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Bozidar Spirovski - Site Manager Simon Edlin - Project Surveyor

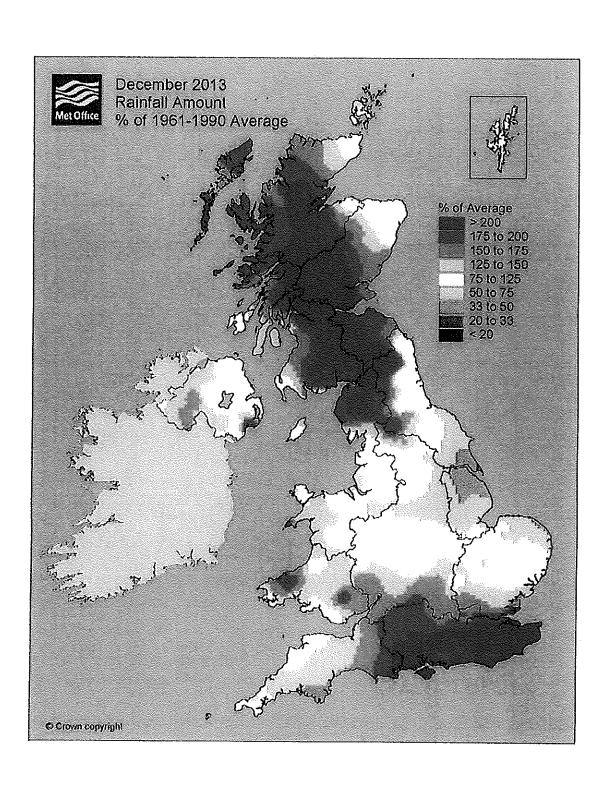
UK climate anomaly maps relative to 1961 1990 average



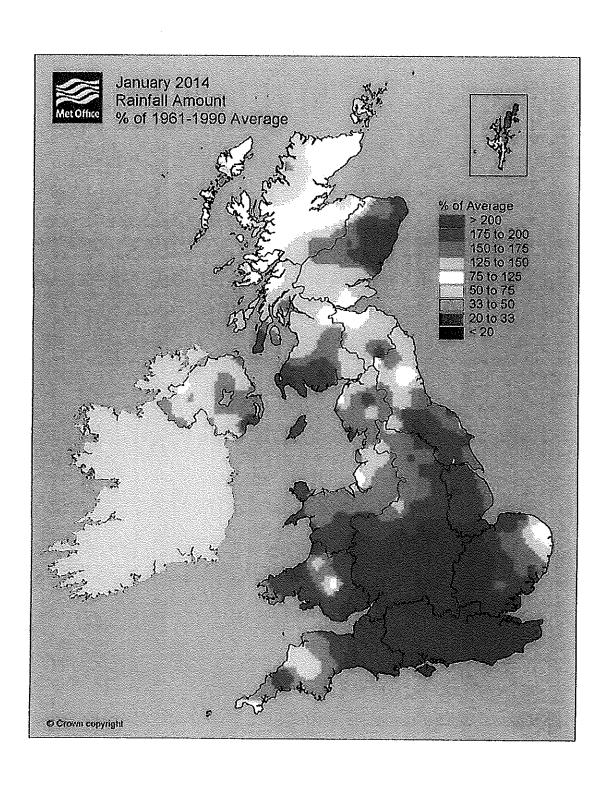
UK climate anomaly maps relative to 1961 1990 average



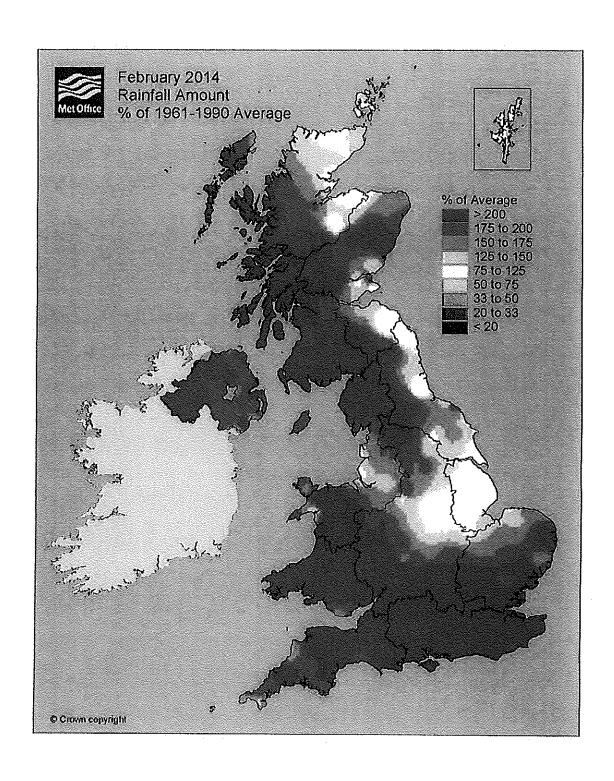
UK climate anomaly maps relative to 1990 average



UK climate anomaly maps relative to 1990 average



UK climate anomaly maps relative to 1990 average





11 High Street, Seaford, East Sussex, BN25 1PE

ask@housemartinscs.co.uk tel 01323 896418 www.housemartinscs.co.uk fax 01323 492508

Georgia Raeburn Seaford Town Council 37 Church Street Seaford East Sussex BN25 1HG

21st May 2014

Dear Georgia

Re:- Extension of time for the building of new club house at Seaford Head Golf Club, Southdown Road, Seaford, BN25 4JS

Housemartins has received a request from the main contractor Cheesmur Building Contractors for an extension of time. This is following unusually wet and windy weather this last winter in a period up to and including the 19th March 2014. As the location of Seaford Head Golf Club is particularly exposed, this resulted in extensive disruption to the construction programme. The programme has been compromised by the weather as follows:

- Construction days disrupted or lost
- Disruption of elements partially constructed resulting in re-work
- Procurement of alternative materials better suited to the working environment
- Compromised rescheduling of the construction programme to allow construction progress

The project is being constructed under a JCT Standard Form Design and Build 2011 contract. Under the terms of the contract extensions of time are permitted under specific circumstances. Included under Section 2 Conditions are items under the heading Adjustment of Completion Date. Item 2.26 lists Relevant Events as justification for an extension of time. The relevant events in this extension of time are as follows:

- 2.26.8 exceptionally adverse weather conditions
- 2.26.9 loss or damage occasioned by any of the Specified Perils

It has been requested within a letter from Jason Wickenden Cheesmur Building Contractors contracts manager dated 4th April 2014 for an extension of time as follows:

- 2.26.8 A period of 8.5 weeks
- 2.26.9 A period of 2.5 weeks

The period requested under item 2.26.8 has been supported by Met Office weather maps and statistics. Housemartins based on images taken during weekly site visits support this reported delay. The period requested under item 2.26.9 is not as easily quantified. Cheesmur support their claim as the upper ground floor precast concrete floor slabs originally scheduled to be installed on 13th December 2013 were not installed until 17th March 2014 - a delay of over 13 weeks. This includes a break in construction activities for 2 weeks over Christmas and the New Year. It was noted by Housemartins that as a result of the weather conditions that Cheesmur had rescheduled work, taken longer to complete work and carried out reworks as follows:

- Procurement of an asphalt damp proof membrane (DPM) following concerns regarding the installation of the Bailey sheet DPM on the lower ground floor slab after heavy wetting and during damp conditions.
- The removal of water followed by extended periods drying of the lower ground floor slab before receiving the DPM and damp proof course (DPC).





- Installation of the DPC and DPM only at the lower ground floor slab perimeter and under and around internal walls to allow construction of the lower ground level walls to progress.
- As a result completion of the DPM will take longer as access is not longer uninterrupted due to
 presence of internal walls and due to reduced ventilation and access to natural light.
- Reconstruction of the lower ground floor Durisol block formwork walls due to disruption and misalignment as a result of high winds.

In the opinion of Housemartins the timing of the storms was most unfortunate for this project, and Cheesmur made all reasonable efforts to recover after the period of exceptionally wet and windy weather. Our record photographs indicate it took approx 9 weeks to rebuild the Durisol block walls to the stage they had reached before the storms. To this should be added an amount for disruption and rescheduling other activities as mentioned above. In the contractor's view, item 18 of their programme (install pre cast concrete floors) was due to commence in week 13 (16 December 2013) and was deferred to 17 March 2014 - an unavoidable delay of 12 weeks, plus other consequential delays.

Taking all the above into account an extension of time totalling a minimum of 11 weeks is considered fair and reasonable, with the new completion date being deferred to 7 November 2014. Under the terms of the contract the decision is for the council. As mentioned in our recent discussion at your offices the quality of work is much more important than the odd week or two extra time, and the Council may be prepared to accept the whole of the Contractor's requested period of 13 weeks extension of time.

You are of course most welcome to contact me with any queries, and I look forward to the Council's decision shortly. You will have the opportunity to question the contractor at the next review due Thursday 29 May at the Golf Club, commencing 10 a.m.

Yours sincerely

John Gray BSc MRICS Chartered Building Surveyor

e. john@housemartinscs.co.uk

t. 07813 987002 t. 01323 896418

Encs:

Cheesmur 4 April 2014 letter with Met Office climate anomaly maps

Cheesmur revised construction programme



New clubhouse at Seaford Head Golf Club, Southdown Road, Seaford, East Sussex, BN25 4JS, Client Construction Programme



					www.oheus.gov.uk
_					C00132/JW/Construction-Ctient/2013.05.14 Rev B 2014.04.04
					2013 2014
10	Name	Start	Duration	Elizion	Sep ; Oct : Nov Dec Jan ; Feb ; Mor Apr May Jun ; Jul Aug Sep ; Oct Nov
["	, Maile	CHARL	Duranon	E.BHOD	9.1122320 7.112123 4.1111225 2.19.16233 9.6.132027.3.101724 3.10172421.4.1142128 5.131920 2.0.162330 7.142128 4.111325 1.11152231 6.132027.3.1017
-		[1		4.2-1.1.2.3.4.5.6.7.8.9.1011.1211.1d.1516.1718.192021222324259897289030013222334353672830404424242444666474840666467646667686667686644
	Pre-construction activity	09/09/63	10d	20/09/13	
-		09/09/13	10d	20/09/13	
	Golf club to demobilise from clubhouse Construction activities	16/09/13	5d	20/09/13	
1	Enabling works	23/09/13	201d 20d	21/11/14 18/10/13	
1 6		23/09/13	1d	23/09/13	+8 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
		23/09/13	200	18/10/13	<u> </u>
8		21/10/13	25d	22/11/13	
8		21/10/13	3đ	23/10/13	
10		24/10/13	64	30/10/13	I C S B B G G G M B B G B B B S S S S B B B B B B B B B B
11		28/10/13	15d	15/11/13	
12		14/11/13	7d -	22/11/13	
13		25/11/13	224d	22/10/14	1 8 5 8 8 8 8 8 8 8 9 8 8 8 8 8 8 8 8 8 8
15		25/11/13	15d	13/12/13	
10		05/12/13	2d 7d	10/12/13	+8-8-8-8-8-8-8-8-8-8-8-8-8-8-8-8-8-8-8-
17		17/03/14	20d	11/04/14	+05885656565658762222248888888888888888888888888888888
48	Install pee floors & stairs - above for structural continuity works	17/03/14	5d	21/03/14	t B & B B B B B B & B B B B B B B B B B
19	Erect GF steel work of pcc floor	07/04/14	3d	09/01/14	┎╒╆╒╬┇┧╆╒┋╒┧┧┇┧╒╬╱╬╗╗┟╁┇╤╏┊╊╒╬┎╁┰┪╟╬╗╘╒╂╬╁╂╏╁╏╂╏╂╏╂╏╂╒╒╒╒╒╒╒┼┋╬╬┼┼╏┞╏
20	Construct Durisol enclosure - from rear wall to frontage	07/04/14	15d	29/04/14	
21		24/04/14	50	30/04/14	
22		24/04/14	276	03/05/14	
23		16/05/14	254	19/06/14	
25		09/06/14	20d 18d	04/07/14	
26	Strike out scaffolding - as works dictate on spit levels	19/05/14	94	20/06/14 16/07/14	+ 8 + 8 + 8 + 8 + 8 + 8 + 8 + 8 + 8 + 8
26 27	Form green roof & install rag's - subject to planting season	19/05/14	25d	04/07/14	: 0 3 1 3 1 5 6 5 6 6 7 0 7 1 3 1 5 0 3 2 0 4 1 5 6 5 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8
28	t st fix works	15/05/14		23/07/14	
29		15/05/14	100	29/05/14	
30		19/05/14		07/07/14	
31		19/05/14	35d	07/07/14	
32		09/06/14		23/07/14	
34	ARE I	07/07/14		22/08/14 22/08/14	
35	Cerpentry	07/07/14		22/08/14	· B & B & B & B & B & B & B & B & B & B
38	Suspended cellings	05/06/14		18/08/14	
37	Install acoustic acreens	05/08/14	\$d	11/08/14	
38	Final for	12/08/14		22/10/14	
39		02/09/14		22/09/14	
40	Decorations Final bx a1 trades	12/08/14	42d	08/10/14	
42		28/08/14		10/10/14	
13		28/08/14		29/09/14 93/10/14	
44		30/09/14		13/10/14	
45		20/10/14		22/10/14	- 8 4 8 5 8 5 8 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8
46	External works	07/04/14		21/11/14	
47	S 106 works to adoptable highways	07/04/14	49d	31/10/14	
48		10/11/14		21/11/14	
49 50		05/08/14		03/09/14	- 8 A B B B B B B B B B B B B B B B B B B
61		02/09/14		08/09/14	
62		16/09/14 16/09/14		06/10/14 27/10/14	8
63		07/10/14		03/11/14	
54		03/11/14		07/11/14	
55		20/10/14		07/11/14	
56	Builders clean & snags	20/10/14		24/10/14	
67	Client snag, design and sparkle dean	27/10/14	Ed .	31/10/14	· 6 = 6 = 6 = 6 = 6 = 6 = 6 = 6 = 6 = 6
58		03/11/14		07/11/14	
[<u></u> 59		07/85/14 }	16	07/11/14	
	x zwhy to finish car path				



Report 36/14

Agenda Item No:

10

Committee:

Golf Course

Date:

3 June 2014

Title:

Appointment of Club Business Manager

By:

James Corrigan, Interim Town Clerk

Purpose of Report:

To delegate to the Town Clerk/Interim Town Clerk to

advertise and appoint the new Club Business manager, agree

the job description, salary and start date.

Recommendations

You are recommended:

- 1. To authorise the Town Clerk/Interim Town Clerk to advertise and appoint the most suitable candidate to the position of Club Business Manager.
- 2. To approve the attached job description, salary, bonus scheme and start date of the 1st August 2014 or as soon as possible thereafter.
- 3. To approve the indicative staff structure.

1. Information

- 1.1 The Completion date for the new clubhouse is now the 7th November 2014. This will enable the facilities to be used for Christmas events, which need to be targeted to generate income.
- 1.2 The key position for the new clubhouse is the manager of the building (see Appendix A for staff structure). The Councils objective is to generate a surplus income from the golf facility to subsidise the provision of other services, something that has occurred most years in the past.
- 1.3 For the Council to maximise its income from the building it is essential that a manager with the right skill set is appointed. The key elements in this will be marketing and running a vibrant venue, staff management, as well as catering and bar experience. More detail is contained in the attached job description and person specification (Appendix B and C).
- 1.4 With such a post it is advisable to incentivise the employee to generate maximum income over expenditure. This is best done via a bonus scheme. It is therefore suggested that a bonus scheme of 5% share of any profits over an initial profit of £50,000 for the clubhouse is put in place. The bonus to be paid annually once the accounts for the year have been signed off, usually in June.



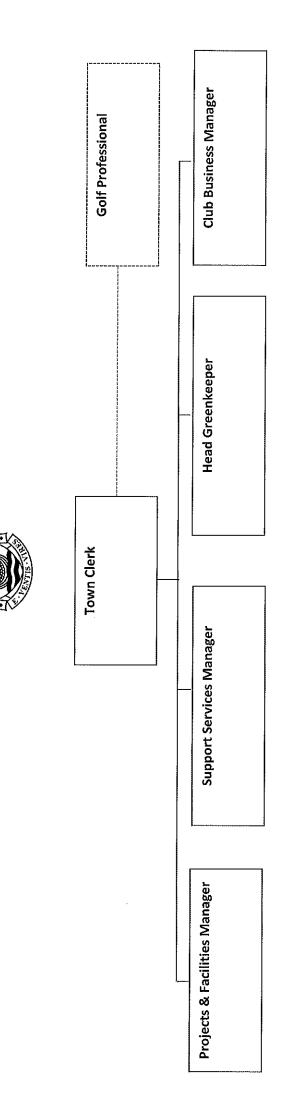
2. Financial Appraisal

- 2.1 The approved business plan for the golf course has a budget of £122,600 for all catering and bar staff.
- 2.2 It is proposed that the salary for this post should be from £28,000 £32,000 plus 5% bonus. The bonus will be self-financing if it is paid so will not impact on the net salary budget.
- 2.3 To agree an advertising budget of £2,500.

3. Contact Officer

The Contact Officer for	this report is	James	Corrigan,	Interim	Town	Clerk
			1-			

Interim Town Clerk





SEAFORD TOWN COUNCIL

Club Business Manager

JOB DESCRIPTION

Responsible to: Town Clerk

1.0 Job purpose:

To ensure the efficient management, marketing, and maintenance of the Seaford Head Golf Course Clubhouse (excluding the Pro Shop).

2.0 Duties

Marketing and development

- 2.1 To market the club facilities to maximise the use of the club house for non-golf activities such as private functions, music and comedy nights, weddings and other appropriate commercial activities.
- 2.2 To maximise the use of the clubhouse by casual users for refreshments and alcohol sales.
- 2.3 To develop and maintain a clear marketing and business plan for the building
- 2.4 To maximise the profit generated from the clubhouse after covering all expenses for which a bonus will be paid annually in July as 5% of additional profits made over £50,000.

Clubhouse:

- 2.5 To maintain the golf clubhouse (excluding the Pro Shop) to a high standard, ensuring compliance with health and safety regulations.
- 2.6 To carefully manage the use of the clubhouse so that commercial activities and golfing activities work alongside one another as smoothly as possible.
- 2.7 To work alongside the Town Clerk and Golf Committee, to develop, monitor and review the strategic plan for the clubhouse including a marketing plan.
- 2.8 To manage all events and functions, including the hiring of the venue.
- 2.9 To manage the catering within the clubhouse.
- 2.10 To purchase necessary consumable items in accordance with the Council's Financial Regulations.

- 2.11 To undertake and review Health and Safety and Risk Assessments for the clubhouse.
- 2.12 To monitor and review the clubhouse contracts and suppliers.

Staff:

- 2.13 To manage clubhouse staff (excluding Pro Shop staff); organising rotas, overseeing performance, approving holidays and other day-to-day supervision duties.
- 2.14 To anticipate and report staffing issues to the Town Clerk.
- 2.15 Assist with the coaching and management of trainees and other staff.
- 2.16 To ensure staff are properly trained in the use of equipment and have the relevant protective clothing, where required.

General:

- 2.17 To liaise with the Golf Professional, Head Greenkeeper, Golf Club officials and other Seaford Town Council staff as required to ensure best practise in the execution of works.
- 2,18 To attend meetings with the Golf Professional, Town Clerk, Head Greenkeeper, other Town Council staff and Golf Club officials as required.
- 2.19 To ensure the Council's policies are adhered to at all times.
- 2.20 To perform all tasks with the minimum of supervision, undertaking duties with due diligence and ensuring that all provisions of the Standing Orders of the Council and Conditions of Service applicable to the post are met.
- 2.21 To exercise the required duty of care in respect of Health and Safety at Work Act and all Council policies, practices and procedures on health and safety matters. Comply with all statutory requirements and other instructions regarding the safe storage and use of chemicals, materials, machinery and equipment. Ensure that safety equipment and protective clothing is use at all appropriate times and maintained to the correct standard.
- 2.22 To undertake any other duties required by the Council consistent with the level and scope of the post.



SEAFORD TOWN COUNCIL

Club Business Manager

PERSON SPECIFICATION

Essential

Proven experience of developing a profit making business

Proven management capabilities and financial expertise

Very good communication skills

Computer literacy

The ability to develop relationships with members and staff, excellent leadership skills

Commercially astute

Desirable

Experience within a catering/bar venue

Evidence of managing staff and performance management strategies

Knowledge of Health and Safety regulations and Employment legislation

Experience within a venue for hire

Experience with developing and implementing marketing & business plans