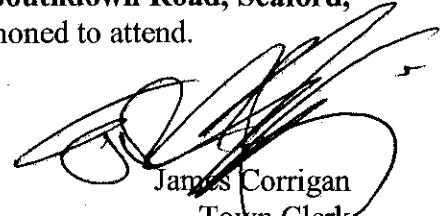




Seaford Town Council

To the Members of the Golf & The View Committee

A meeting of the Golf & The View Committee will be held at **The View, Southdown Road, Seaford, BN25 4JS** on **Tuesday 21st November 2017** at **7.00pm** which you are summoned to attend.


James Corrigan
Town Clerk
15th November 2017

Agenda

1. Apologies for Absence

2. Disclosure of Interests

To deal with any disclosure by Members of any discloseable 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.

3. Public Participation

To deal with any questions, or brief representations, from members of the public in accordance with Standing Order 3 and Seaford Town Council Policy.

4. Head Greenkeeper's Report

To consider report 81/17 presenting an update on golf course maintenance (pages 2 to 5).

5. Golf Professional's Report

To consider report 82/17 providing an update on golf course related matters (pages 6 to 11).

6. General Manager's Report

To consider report 83/17 providing an update on the performance of The View at Seaford Head (pages 12 to 14).

7. Golf & The View Draft 2018/19 Budget Report

To consider report 84/17 presenting the draft 2018/19 budget for the Golf & The View Committee for consideration and recommendation for Council adoption (pages 15 to 23).

For further information about items appearing on this Agenda please contact:

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Circulation: Committee members (as below) and all registered email recipients of agendas.

Committee: Councillor S Adeniji (Chair), A Latham (Vice-Chair), M Brown, D Burchett, L Freeman, N Freeman, R Hayder, O Honeyman, P Lower, A McLean and B Webb.

For information: Councillors D Argent, B Burfield, P Boorman, J Elton, T Goodman, R Honeyman, L Wallraven, M Wearmouth and C White.



Agenda Item No: 4
Committee: Golf & The View
Date: 21st November 2017
Title: Head Greenkeeper Report
By: Simon Lambert, Head Greenkeeper
Purpose of Report: To inform of Golf Course maintenance.

Recommendations

You are recommended:

1. To note contents of this report.
-

1. Information

As we moved to the end of summer we continued to see good growing conditions with constant temperatures and good levels of rainfall. The course has developed well through the year with the new methods of maintenance, such as reducing feeds to the fairways but increasing height of cut. Little and often approach to maintenance and renovations as well as listening to golfers and finding a balance of what they require and expect, compared to the needs to be more sustainable and environmentally friendly. I think we have found a good balance and feedback has always been positive.

The Sussex greenkeeper organisation returned for a second year to hold their yearly autumn competition. The conditions were shocking with rain and 50 mph winds but being greenkeepers we all braved to conditions to play 18 holes. I can report our own greenkeeper Ben Clark came in second in his group to win a prize. The rest of our teams scores we would rather forget!

The season has ended with mixed weather with lovely days dotted in between some wet and windy periods. This has caused some problems with maintenance due to the damp messy conditions. The course has seemed less busy during October and I think this could have been the main factor. The course however drains well and we are in a good position moving into winter now to offer golf when other places regularly close as they become unplayable.

Autumn renovations took place over two periods to reduce disruption and impact to the golfers. These were the spiking, scarification and dressing of the green early on in the autumn to ensure quick recovery and later on deep tining for drainage before verti-cutting and dressing to close holes while not disrupting the surface too much.

The program of little and often has proved to work well this year on the greens. We have continued to do the regular maintenance such as spiking, verti-cutting, feeding and grooming with very minor impact to the golfer and playing surfaces. We have been following a program of fertilisers that are organic and low in salts. This gives us even and controlled growth with the added benefit of helping to encourage desirable grasses such as Bents Species that in the future will require less feeding, watering and input of fertilisers.

The program has the added benefit of promoting a healthy soil profile encouraging and feeding the beneficial bacteria and fungi. These in turn help to break down thatch and nutrients not available to the grass plant. These together produce a protective web around the plant root system protecting it from pests and disease.

These methods have proved to work well with us seeing the results with less disease taking hold even during high pressure periods where other local clubs have been using more chemical controls. As the year ends I will review both the performance of the methods and products used through the records we keep identifying any benefits or down sides there might be compared to previous years. This will help in writing an even more affective program for years to come.

As the buggies continue to be popular, we need to consider the pathways they use and their rather dilapidated state. Examples are the 1st tee route from the clubhouse and possibly the most important, the track up and down from the 12th and 18th hole. These were constructed with rubble many years ago and were never intended for the regular use they have today. To continue to offer the buggies and ensure the safety of their use, I have estimated costs to perform in house the renovations of these paths. The budget for next year reflects this with £2500 added to the grounds maintenance budget to allow for the purchase of 40-60 ton of type one material as well as the two-three day hire of a digger and driver, as well as a dumper and roller. This will enable us to renovate and repair the paths to a suitable standard to continue to allow the use of buggies safely on the golf course.

As we move into winter we will begin projects that will help improve the course. We already plan to cut and clear areas of scrub and rough as previous years to help promote wild flowers and native plants. We have begun to reinstate a competition tee on the 18th, this will be ready for play next spring. We have also starting the clearing of an old tee above the teaching tee. We have identified with Fraser and his assistant what is required to provide extra teaching areas for lessons and hope to begin producing these soon. This should make group lessons an option to help promote golf as a sport and get more people interested and potentially new future members.

We have started to get the winter mats into useable condition ready for when we can no longer maintain a surface on the grass tees. We now have in stock the materials to replace four winter mats, constructing raised sleeper bases as previous years that offer easier maintenance and better drainage ensuring they last and provide a level and fair winter playing surface. Once the existing mats have been cleared we will identify the four that require replacement this year.

Irrigation

The system has had very little use during the last three months due to the levels of rainfall we have had. This has helped us to reduce water usage after a dry start to the year where our usage was above the average.

I have continued to work on the options with regard to accessing free ground water through a borehole. The costs and areas have been identified and I am currently looking into extra costs incurred for maintenance once the system is in use, to ensure the saving would be worth the investment. Such extra costs are the servicing of the extra borehole pump and the silt cleaning and removal of existing valves that can occur with the use of ground water which we currently don't have with clean mains water.

Staff

Adam is working well through his NVQ level 3 apprenticeship. Adam has started back with the college but is now undergoing training with his tutor one-to-one in his own time.

This helps him and us as he no longer has to take time off work for this training. He has another year of studies but is currently ahead of target and hopes to finish early next year.

Ben Clark continues to work through his black book, revisiting and perhaps relearning some of the skills he learnt and achieved while studying NVQ level 2 four years ago. He has now passed the PA1 and PA6 training course. This is something high on the skill set of any greenkeeper and will help us in giving another person to manage and apply any chemicals that we may be required to use.

Nathan continues to improve at work. He has completed and passed his Apprenticeship and is now enjoying being a qualified member of staff and putting all his training into practice.

I have now completed my NVQ assessor training and am awaiting confirmation of the award after the external verification.

Machinery

Regular maintenance has been carried out throughout the summer season. This includes greasing, cleaning, adjusting and the sharpening and replacement of blades. We have suffered a few breakdowns that could not be handled in house. The greens mower had a starting and running problem that after spending a few hours on I could not identify the fault, so an expert was called in. The problem was identified as the fuel solenoid and ignition switch. These were replaced, and the machine was back up and running after four days of down time.

The Tees mower had parts fail and replacements were ordered. After nearly two weeks the parts arrived and the mechanics came in to press out and replace the broken bushes, cranks and keys. This breakdown occurred due to the age of machine and its condition. As the machines continue to age this type of costly repair will increase. This not only has a cost in terms of parts and labour but also an indirect cost as this has meant the tees and greens aprons have not been cut for two weeks. We survived this due to the time of year and the growing conditions, but should this happen in the peak season where expectations in condition and presentation are high then we could lose future business as golfers may not return.

We have been sampling demo machines and using them on the course to identify the most suitable for our needs as well as getting the best purchase prices offered. The most competitive lease options and costs have been collected to form a program of replacement over five years. These lease figures have been used to build the budgets covering the same amount of time (account code 4271 on the draft golf course budget elsewhere on the agenda).

Moving into the next financial year we must begin the replacement of machinery. Without beginning this we will see the number of machines needing replacement and costly repairs increase. This will cause a situation where a large expense in one year will be the only option to continue to maintain efficiently and effectively.

The condition of our modern machinery is an investment that enables our relatively small greenkeeping team to work efficiently and effectively to produce a quality and competitive product. This must be kept up to date and in good condition to ensure it is safe, efficient and trustworthy.

2. Financial Appraisal

The costs of the borehole and integration to our current irrigation system along with the replacement of our storage tank are currently being explored. Savings are being compared to potential increase in maintenance costs etc.

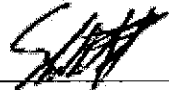
Lease costs have been used to build the budgets for the next five years.

Moving into the next financial year we must begin the program for replacement of machinery. Without beginning this we will see the number of machines needing replacement and costly repairs increase. This will cause a situation where a large expense in one year will be the only option to continue to maintain efficiently and effectively.

3. Contact Officer

The Contact Officer for this report is Simon Lambert, Head Greenkeeper.

Head Greenkeeper



Town Clerk





Seaford Town Council

Report 82/17

Agenda Item No:	5
Committee:	Golf & The View
Date:	21st November 2017
Title:	Golf Professional's Report
By:	Fraser Morley, Golf Professional
Purpose of Report:	To provide an update on Golf Course related matters.

Recommendations

You are recommended:

- 1. To note the information within the report.**
-

1. Course and Conditions

- 1.1 After a nice month and a half of fairly settled weather, October gave us a bit of a hit at the start and was not the best of months. The course has come into the winter in fine condition and is playing exceptionally well for the time of year. We have had nothing but praise throughout the season from members and visitors.
- 1.2 We have had increasing concerns about the path condition on the right of the 12th hole. The buggy use over the last 2 years has seen increased erosion to the surface and larger ruts are forming. Some of the paths here were not designed for this amount of usage and this will become a factor in the near future for the safety of the buggy users.

2. Membership

- 2.1 Although membership has been a little disappointing this year, we have seen an increase in the intermediate groups bringing a younger element to the membership. This is key to the future of the golf club and I recommend we continue with the categories as they are now.
- 2.2 We have tried to get ahead of the renewals of other clubs by advertising an offer from now until the end of March 2019. This is for new members only and has created a lot of interest since its launch. This should see us pick up some members from the local areas and see us kick off next year with a solid base to increase membership. We have had one member already join and we have at least a dozen joining us from a local course next month.
- 2.3 We had some really nice banners made up for the golf course, sadly one lasted about 12 hours and the other about 12 days. We are looking for alternative areas to situate the banners for the future.

2.4 Attached in FIG.1 is the up to date comparison chart of the majority of courses in the area. This shows us joint 5th cheapest in the area. This still shows what excellent value for money our golf is. I would recommend not increasing the fees this year and try and capitalize on other courses difficulties in the area. We can hopefully see an increase in our numbers for the first time in a few years and try and buck the national trend of decreasing memberships.

3. Societies

3.1 Societies have exceeded our target of 200 for the calendar year. We are on 201 with over a month and a half left. The winter warmer deal is extremely popular and we are taking bookings all the time. This in turn aids revenue for The View through the quieter winter months.

3.2 The breakdown of types of society are: 27 Golf Only / 68 Pars / 62 Birdies / 19 Eagles / 11 Albatross's and 14 Winter Warmers. With an average of 17 people per group.

3.3 Our reputation is growing quickly for being one of the best society venues around. The marketing in the right place, hitting the right people, this has been key and the quality of the course has spoken for itself. With a much improved 19th hole and I can see us gaining many more over the next year with bookings coming in thick and fast already for 2018.

4. Green Fees/Visitors

4.1 October has been really disappointing across the board after a steady August and September and has hit our figures as seen in FIG 2. November has started really well and we have kept the full green fee price until our winter mats come into play. This is weather dependant and hopefully we can gain back some of that income over the next couple of months.

4.2 Our pricing as seen in FIG 1 is very competitive. Although we have gone from 6th to 8th in the list since last year with our price increase. I feel an extra increase here will be detrimental and we should remain good value in the market. The trend I noticed when updating these charts was a reduction in green fees in all but a few above us. This suggests competition is tightening and I feel going against this would be a risky decision.

5. Figures

5.1 FIG 2 is showing the overall picture. The projections are showing us finishing about £3k up on last year. This should be improved on with a half decent winter. Although down on budget, I feel a gain in this market is a good one. The quality of the team is pressing forwards in a tricky economic time for all. Savings and gains are made wherever we can see them. England lost 16 golf courses last year, showing that we are at the bottom of the curve but there are signs of improvement in the industry.

5.2 With regards to the Public loans payment on the new clubhouse, this currently stands at £110k per annum. At present the golf section is contributing 45% of this figure in "rent". I feel this is slightly high with the amount of useable space the golf area actually uses. My feeling is more around the 40% mark would be fair saving the golf course section some £6k.

6. Marketing/New Golfer Ideas

6.1 Twitter (1048), Facebook (744) and Instagram (211) is the current social media reach. If I could ask all councillors to please like/share/retweet any posts from the golf course. This increases our reach across the area and makes our posts seen by more and more people.

6.2 Emails, Social Media and Golf News will all be carrying our membership offer and the feedback has been great already. Let's hope getting in early on this one pays off with many new members joining and breathing life back into our club. The reaction so far is very positive.

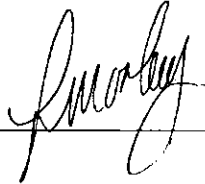
7. Financial Implications

There are no financial implications as a result of this report.

8. Contact Officer

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

Golf Professional/Manager



Town Clerk



Appendix B
(Fig 2)

FIG 2

Seaford Town Council 2017/2018
Detailed Income & Expenditure by Budget Heading
Committee Report

Expenditure figs 01/10/17 Month 6

Golf Course	Last Year Total	Last Year To Date	Actual Year To Date	Current Annual Bud	Variance Annual Total	Projected Expenditure To Budget	Projected Ex % of Budget Pro	Funds Available	Target Total	Target Projection	Target to Budget	Target to Actual
Golf Course												
101												
4000	74,324	42,299	47,207	74,688	27,481	80,926	108.4%	27,481	80,926	0	-6,238	-33,719
Salaries & Wages												
4001	5,689	3,135	3,887	5,535	1,648	6,663	120.4%	1,648	6,663	0	-1,128	-2,776
Employers NI												
4002	9,796	5,690	5,607	10,046	4,439	9,612	95.7%	4,439	9,612	0	434	-4,005
Employers Superannuation												
4004	0	0	196	0	-196	336	#DIV/0!	-196	336	0	-336	-140
Staff Welfare Costs												
4010	1,147	682	589	1,500	911	1,010	67.3%	911	1,500	0	0	-911
Staff Training												
4011	949	482	893	1,000	107	1,000	100.0%	107	1,000	0	0	-107
Staff Protective Clothing												
4015	306	306	306	400	94	400	100.0%	94	400	0	0	-94
Office Refreshments												
4041	41,908	24,446	24,690	42,326	17,636	42,326	100.0%	17,636	42,326	2	2	-17,634
Golf Professional Retainer												
4045	489	39	0	2,500	2,500	2,500	100.0%	2,500	2,500	0	0	-2,500
Golf Course Player Costs												
4046	7,089	7,089	15,290	17,902	2,612	15,500	86.6%	2,612	16,000	-500	1,902	-710
Golf Club Membership Fees												
4051	19,676	13,773	13,575	20,400	6,825	19,394	0.0%	6,825	19,385	9	1,015	-5,810
Rates												
4052	4,469	4,274	3,395	4,000	605	4,500	112.5%	605	4,000	500	0	-605
Water & Sewerage												
4055	2,007	948	1,372	3,200	1,828	2,675	83.6%	1,828	2,000	675	1,200	-628
Electricity												
4056	0	345	249	600	351	600	0.0%	351	600	0	0	-351
Gas												
4060	339	282	297	500	203	500	100.0%	203	350	150	150	-53
Refuse												
4100	208	119	138	220	82	220	100.0%	82	220	0	0	-82
Telecommunications												
4105	149	10	33	20	-13	100	500.0%	-13	120	-20	-100	-87
Postage												
4106	340	244	190	450	260	450	100.0%	260	350	100	100	-160
Stationery												
4110	4,295	2,335	2,691	4,000	1,309	4,000	100.0%	1,309	4,000	0	0	-1,309
Advertising & Publicity												
4112	0	338	396	0	-396	396	#DIV/0!	-396	396	0	-396	0
Subscriptions												
4113	685	464	795	464	-331	464	100.0%	-331	795	-331	-331	0
Software Support												
4114	75	75	75	75	0	75	100.0%	0	75	0	0	0
Licence Fee												
4115	6,686	6,686	5,303	7,000	1,697	7,000	100.0%	1,697	6,700	300	300	-1,397
Insurance												
4116	60	0	0	0	0	0	#DIV/0!	0	0	0	0	0
Web Site												
4154	3	0	3	0	-3	3	#DIV/0!	-3	3	0	-3	0
Land Registry Fees												
4156	1,942	1,021	1,392	1,600	208	1,600	100.0%	208	1,600	0	0	-208
Bank Charges												
4201	0	0	15	0	-15	15	#DIV/0!	-15	15	0	-15	0
Cleanin & Hygiene												
4250	0	0	42	0	-42	42	#DIV/0!	-42	42	0	-42	0
Public Seating												
4251	1,017	593	714	1,100	386	1,100	100.0%	386	1,050	50	50	-336
Dog Bin Emptying												
4261	25,744	17,015	22,070	27,405	5,335	27,405	100.0%	5,335	27,405	0	0	-5,335
Grounds Maint non contract												
4270	13,787	7,501	16,054	16,269	215	16,269	100.0%	215	16,269	0	0	-215
Vehicles & Equipment Maint												
4271	1,828	798	0	0	0	0	#DIV/0!	0	0	0	0	0
Vehicle & Equipment Lease												
4272	17,446	16,766	0	0	0	0	0.0%	0	0	0	0	0
Equipment Purchase												
4275	300	17,741	2131	2,000	-131	2,000	100.0%	-131	1,000	1,000	1,000	1,131
Building Maintenance												
4308	50,000	29,138	29,167	50,000	20,833	50,000	100.0%	20,833	50,000	0	0	-20,833
Rent - Shop, Locker & Chng Rn												
4309	5,276	3,078	3,607	5,277	1,670	5,277	100.0%	1,670	5,227	50	50	-1,620
Buggy Lease												
4900	0	0	144	0	-144	144	#DIV/0!	-144	144	0	-144	0
Suspense Account												
Golf Course :- Expenditure	298,029	207,712	202,513	300,477	97,964	304,502	101.3%	160,923	303,008	1,494	-2,531	-100,495

Golf Course :- Expenditure

Seaford Town Council 2017/2018
 Detailed Income & Expenditure by Budget Heading
 Committee Report

Expenditure figs 01/10/17	Month 6	Last Year Total	Last Year To Date	Actual Year To Date	Current Annual Bud	Variance Annual Total	Projected Expenditure To Budget	Projected Ex % of Budget Pro	Funds Available	Target Total	Target to Projection	Target to Budget	Target to Actual
Income upto 06/11/17													
1000	Golf Course Season Ticket	148,327	148,327	144,205	160,000	-15,795	147,000	-13,000	91.9%	160,000	13,000	0	15,795
1001	Golf Course Green Fees M-F	67,541	52,985	51,333	72,600	-21,267	71,500	-1,100	98.5%	74,000	2,500	1,400	22,667
1002	Golf Course Green Fees w/eb/	52,871	41,367	39,405	56,100	-16,695	56,000	-100	99.8%	58,000	2,000	1,900	18,595
1003	Golf Course Specials	47,917	37,753	38,679	50,000	-11,321	52,000	2,000	104.0%	55,000	3,000	5,000	16,321
1004	Golf Course Locker	450	444	933	600	333	1,000	400	166.7%	2,000	1,000	1,400	1,067
1005	Golf Course Credit Card Charg	133	28	28	60	-32	60	0	100.0%	60	0	0	32
1007	Golf Course Air Traffic	8,378	7,500	7,500	7,500	0	7,500	0	100.0%	7,500	0	0	0
1011	Income Filming	600	0	0	0	0	165	165	0.0%	500	335	500	500
1012	Corporate Membership	0	0	0	3000	-3,000	0	-3,000	0.0%	0	0	-3,000	0
1050	Income Rent	935	0	0	0	0	0	0	0.0%	0	0	0	0
1053	Income Grants	1,500	1,500	0	0	0	0	0	0.0%	0	0	0	0
1054	Income Other	717	717	634	0	634	634	634	0.0%	0	-634	0	-634
1055	Income Seating	0	0	0	0	0	1,108	1,108	0.0%	0	-1,108	0	0
1057	Income Electricity Recharge	0	0	0	0	0	0	0	0.0%	0	0	0	0
1063	Income Gas Recharged	0	0	0	0	0	0	0	0.0%	0	0	0	0
1074	Income Vehicle & Equip Maint	0	0	0	0	0	0	0	0.0%	0	0	0	0
1077	Income Sale of Golf Equipmen	0	0	0	0	0	0	0	0.0%	0	0	0	0
1100	Income Advertising	0	0	0	2,000	-2,000	2,500	500	125.0%	2,500	0	500	2,500
1311	Buggy Hire	16,687	15,008	13,771	17,000	-3,229	16,000	-1,000	94.1%	19,000	3,000	2,000	5,229
	Golf Course :- Income	346,056	305,629	296,488	368,860	-72,372	355,467	-13,393	96.4%	378,560	23,093	9,700	82,072

6 Net Expenditure over Income **-48,027** **-97,917** **-93,975** **-68,383** **25,592** **-50,965** **9,368** **#####** **-24,587** **-7,169** **18,423**



Agenda Item No: 6

Committee: Golf & The View

Date: 21st November 2017

Title: General Manager's Report

By: Craig Nicol, General Manager – The View

Purpose of Report: To update on the business activities and finance of The View.

Recommendations

You are recommended:

- To note contents of this report.**

1. Financial Information

1.1 Revenue figures for the months of May, June and July compared to last year are as follows:

	Aug-16	Sep-16	Oct-16	3-month Total	Aug-17	Sep-17	Oct-17	3-month Total	Diff
Food	£15,690	£13,220	£12,349	£41,259	£17,519	£14,796	£11,806	£44,121	£2,862
Drink	£15,086	£16,047	£13,177	£44,310	£16,832	£19,027	£16,821	£52,680	£8,370
Function Food	£4,118	£2,599	£4,227	£10,944	£1,024	£1,702	£5,802	£8,528	(-£2,416)
Society Food	£4,196	£5,328	£1,943	£11,467	£3,658	£4,313	£1,453	£9,424	(-£2,043)
Sub-Total	£39,090	£37,194	£31,696	£107,980	£39,033	£39,838	£35,882	£114,753	£6,773
Misc. Other	£5,700	£6,412	£5,581	£17,666	£4,444	£5,035	£5,570	£15,049	(-£2,617)
Total Income	£44,790	£43,606	£37,277	£125,646	£43,477	£44,873	£41,452	£129,802	£4,156
Total Expenditure	£42,367	£72,314	£40,271	£154,952	£48,180	£75,697	£37,895	£161,772	£6,550
Net Income over Expend.	£2,423	(-£28,708)	(-£2,994)	(-£29,306)	(-£4,703)	(-£30,824)	£3,557	(-£31,970)	(-£2,394)

1.2 Expenses year to date compared to last year are as follows:

	2016	2017	Difference
Payroll	£51,935 41%	£54,762 42%	£2,827
Food costs	£21,894 34%	£27,775 44%	£5,881

1.3 Revenue;

Revenue for this quarter has seen a change in accounting procedures which has affected the figures being reported. Previously when a deposit was paid it was shown as a revenue on the day that it was paid and not on the day of the function. This has been corrected and the deposit is now recalled and shown as revenue on the day of the function. The effect of this is seen when comparing year on year figures. Looking at last year's accounts it appears that £2,800 was paid as deposits during this quarter that showed as revenue but did not relate to that period.

A similar procedure was adopted with members cards. Previously, when a member topped up their card that amount was shown in the accounts as a food sale on the day that the card was topped up. Now we are reporting the revenue on the day that it is relevant to and noting what it is spent on (food or drink). The correction was made in August's accounts when members spent over £5000 on their cards but this was not included in the revenue figures. All last year's food sales figures are inflated by the top up amount and we are finding that the majority of tops ups, by members, is being spent on drink.

Functions were disappointing in August and September and more effort will be made to increase these next year. We already have four confirmed weddings next year totalling £16000 revenue. We had no weddings of this nature this year.

Food and Beverage stock take results:

	Aug	Sept	Oct
Food	71.7% GP	58.71% GP	71.92% GP
Beverage	67.6% GP £137.24 deficit	68.3% GP £257.11 surplus	68.05% GP £146.45 surplus

Food costs slipped a little in September when we changed main supplier but they are now back under control, producing a GP of over 70% which is a fantastic result; Nelson and his team should be congratulated.

1.4 Payroll;

Payroll costs are virtually identical, as a % of revenue, to last year during this quarter and without the change in the revenue reporting system, as discussed above, would show a slight decrease.

The new cleaning company contract is starting to show a big difference in cleaning costs, while I believe standards have been maintained.

1.5 Ongoing Promotions;

Christmas bookings are very promising. We have 328 dinners booked and 264 lunches booked at the time of writing this report. A final push on advertising is taking place just to top up numbers and fill the nights we are running.

Evening dining will stop during December and a fantastic dinner menu has been produced for New Year's Eve and is now being promoted.

Offers for January and February have been planned and a flyer is being printed for distribution outside Morrisons and to local addresses.

1.6 Functions;

Functions booked from 1 November 2017 until 31 December 2017;

Number of events	Total net spend	Average spend
11	£6,177 Christmas bookings total £10,700 net food sales	£561.55

Functions booked from 1 November 2016 until 31 December 2016;

Number of events	Total net spend	Average spend
8	£4,655 Christmas bookings total £4,359 net food sales	£581.88

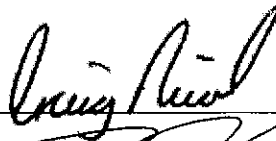
2. Financial Appraisal

There are no direct financial implications of this report.

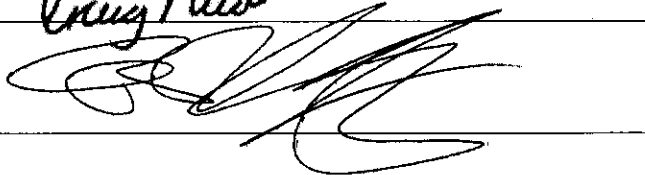
3. Contact Officer

The Contact Officer for this report is Craig Nicol, General Manager.

General Manager



Town Clerk





Agenda Item No: 7
Committee: Golf & The View
Date: 21st November 2017
Title: Golf & The View Draft 2018-19 Budget Report
By: James Corrigan, Town Clerk
Purpose of Report: To present the draft projected outturn for the current financial year and the draft Committee Budget for the year 2018-19 to 2022-23.

Recommendations

You are recommended:

1. To note the projected outturn for 2017-18;
2. To recommend a draft 2018-19 budget to Full Council for adoption on the 25th January 2018.

1. Information

Attached at Appendix A is the projected outturn for this Committee for the current financial year and the draft budget for the 2018-19 through to the 2022-23 financial year.

This is the first time a five-year budget has been presented to the Committee and the Council. The budget for years beyond the 2018-19 year will not be binding on the Council and are indicative only, but will assist with future planning.

The income figures within the budget for 2018-19 are realistic income figures and not aspirational ones, although they are still based on projected performance for the rest of the current financial year. The relevant Manager and their teams will be set aspirational financial targets outside of the budget process which if achieved will have a positive effect on the overall financial performance of the Council and should result in the facility producing an overall profit.

The figures also do not take into account the actions proposed within the business plan for The View currently under review and later business plan for the Golf Course. The proposals within The View business plan do suggest methods to increase the income at The View and subsequently profits beyond the projected losses in this draft budget.

It is planned to also develop a business plan for the golf course looking at ways to ensure the Course does not go the way of some nearby courses which are running at significant losses.

The View business plan indicated the profits available from the introduction of accommodation to the site, which is a key strategic target of the Council and will also be the subject of a separate business plan. The three businesses will then complement each other and ensure the complex is a profit-making location for future years.

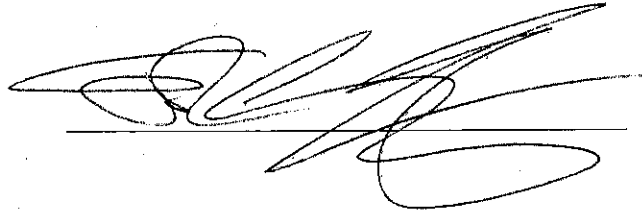
2. Financial Appraisal

The draft budget for 2018-19 for this Committee as attached at Appendix A has been fully evaluated considering the current projections for this financial year and planned spend for next financial year.

3. Contact Officer

The Contact Officers for this report are James Corrigan, Town Clerk.

Town Clerk

A handwritten signature in black ink, appearing to be 'J. Corrigan', written over a horizontal line. The signature is stylized and somewhat cursive.

Appendix A

Account Code	Golf Course Cost Centre 101	2016-17	2017-18	2017-18	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
		Actual	Final Budget	Actual to 30/09/2017	Projected Outturn	Budget	Budget	Budget	Budget	Budget	Budget
4000	Salaries & Wages	74,324	74,688	40,213	82,179	87,009	89,619	92,308	95,077	97,929	
4001	Employers NI	5,689	5,535	3,297	6,836	7,501	7,726	7,958	8,197	8,442	
4002	Employers Superannuation	9,796	10,046	4,720	8,539	9,460	9,744	10,036	10,337	10,647	
4003	Sub Contracted Staff	0	0	0	0	0	0	0	0	0	
4004	Staff Welfare Costs	0	0	168	336	346	356	367	378	389	
4009	Recruitment Costs	0	0	0	0	0	0	0	0	0	
4010	Staff Training	1,147	1,500	589	1,500	1,500	1,545	1,591	1,639	1,688	
4011	Staff Protective Clothing	949	1,000	893	1,000	1,000	1,030	1,061	1,093	1,126	
4015	Office Refreshments	306	400	306	306	315	324	334	344	355	
4041	Golf Professional Retainer	41,908	42,326	21,163	42,326	42,749	44,031	45,352	46,713	48,114	
4045	Golf Course Player Costs	489	2,500	0	2,500	0	2,500	0	2,500	0	
4046	Golf Club Membership Fees	7,089	17,902	15,290	15,500	16,000	16,480	16,974	17,484	18,008	
4051	Rates	19,676	20,400	11,635	19,394	19,976	20,575	21,193	21,828	22,483	
4052	Water & Sewerage	4,469	4,000	3,341	4,500	4,500	4,635	4,774	4,917	5,065	
4055	Electricity	2,007	3,200	1,146	2,750	2,850	2,936	3,024	3,114	3,208	
4056	Gas	0	600	212	600	650	670	690	710	732	
4060	Refuse	339	500	297	375	400	412	424	437	450	
4100	Telecommunications	208	220	119	235	235	242	249	257	264	
4105	Postage	149	20	33	100	100	103	106	109	113	
4106	Stationery	340	450	190	450	450	464	477	492	506	
4110	Advertising & Publicity	4,295	4,000	2,262	4,000	4,000	4,120	4,244	4,371	4,502	
4112	Subscriptions	0	0	396	500	500	515	530	546	563	
4113	Software Support	685	464	795	1,000	1,030	1,061	1,093	1,126	1,159	
4114	Licence Fee	75	75	75	75	75	75	75	75	75	
4115	Insurance	6,686	7,000	5,265	7,000	7,200	7,416	7,638	7,868	8,104	
4116	Website	60	0	0	60	60	62	64	66	68	
4154	Land Registry	3	0	3	3	0	0	0	0	0	
4155	Professional Fees	0	0	0	0	0	0	0	0	0	
4156	Bank Charges	1,942	1,600	1,248	2,000	2,000	2,060	2,122	2,185	2,251	
4201	Cleaning & Hygiene	0	0	15	15	0	0	0	0	0	
4250	Public Seating	0	0	42	42	0	0	0	0	0	
4251	Dog Bin Emptying	1,017	1,100	625	1,100	1,100	1,128	1,156	1,185	1,214	
4261	Grounds Maintenance Non Contract	25,744	27,405	19,730	27,405	29,950	28,325	29,175	30,050	30,951	

	2016-17 Actual	2017-18 Final Budget	2017-18 Actual to 30/09/2017	2017-18 Projected Outturn	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
4270	13,787	16,269	15,570	16,269	16,500	16,500	16,500	16,500	16,500
4271	1,828	0	0	0	17,212	32,143	46,621	50,979	54,132
4272	17,446	0	0	0	500	500	500	500	500
4275	300	2,000	654	3,715	750	750	750	750	750
4308	50,000	50,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000
4309	5,276	5,277	3,167	5,276	5,276	5,434	5,434	5,434	5,434
4312	0	0	0	0	0	0	0	0	0
4900	0	0	144	0	0	0	0	0	0

Golf Course Expenditure **298,029** **300,477** **178,603** **307,886** **331,194** **353,481** **372,820** **387,261** **395,723**

The View		Budget 2018/19							Golf The View		
Account Number	Cost Centre 103	2016-17 Actual	2017-18 Final Budget	2017-18 Actual to 30/09/2017	2017-18 Projected Outturn	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	
4000	Salaries & Wages	173,261	187,000	100,364	190,353	198,000	203,940	210,058	216,360	222,851	
4001	Employers NI	8,818	8,000	6,375	12,189	12,200	12,566	12,943	13,331	13,731	
4002	Employers Superannuation	13,558	14,000	7,335	13,935	14,000	14,420	14,853	15,298	15,757	
4003	Sub-contracted Staff	33,363	34,000	11,288	12,968	10,000	10,300	10,609	10,927	11,255	
4004	Staff Welfare Costs	0	0	154	406	519	535	551	567	584	
4009	Recruitment Costs	3,329	1,000	75	75	0	0	0	0	0	
4010	Staff Training	460	2,000	0	800	1,000	1,030	1,061	1,093	1,126	
4012	Staff Expenses	184	800	305	305	500	515	530	546	563	
4016	Staff Uniform	588	800	0	225	500	515	530	546	563	
4017	Time Sheet & Rota Software	0	180	188	188	700	721	743	765	788	
4051	Rates	6,913	7,200	3,739	6,232	6,419	6,612	6,810	7,015	7,225	
4052	Water & Sewerage	2,819	3,800	416	3,500	3,625	3,734	3,846	3,961	4,080	
4055	Electricity	13,047	14,000	4,886	12,000	13,000	13,390	13,792	14,205	14,632	
4056	Gas	6,637	7,000	2,565	6,000	7,000	7,210	7,426	7,649	7,879	
4060	Refuse	1,989	1,700	2,396	5,800	4,500	4,635	4,774	4,917	5,065	
4100	Telecommunications	1,173	1,400	538	1,076	1,100	1,400	1,442	1,485	1,530	
4105	Postage	0	300	24	60	100	103	106	109	113	
4106	Stationery	884	800	685	850	1,000	1,030	1,061	1,093	1,126	
4110	Advertising & Publicity	5,991	7,000	3,844	6,800	7,000	7,210	7,426	7,649	7,879	
4113	Software Support	1,186	1,000	547	900	800	824	849	874	900	
4114	Licence Fee	1,375	600	693	875	900	927	955	983	1,013	
4115	Insurance	1,995	1,995	3,469	3,715	3,830	3,945	4,063	4,185	4,311	
4116	Web Site	876	300	457	600	800	824	849	874	900	
4155	Professional Fees	0	0	0	0	0	0	0	0	0	
4156	Bank Charges	2,127	2,400	976	2,512	2,700	2,781	2,864	2,950	3,039	
4196	Events Expenditure - The View	2,588	3,000	139	1,339	1,500	1,545	1,591	1,639	1,688	
4199	Other Expenditure	0	0	337	337	0	0	0	0	0	
4201	Cleaning	27,485	27,000	13,701	22,701	20,000	20,600	21,218	21,855	22,510	
4202	Linen Cleaning	2,082	2,800	888	2,500	2,500	2,575	2,652	2,732	2,814	
4250	Public Seating	322	0	0	0	0	0	0	0	0	
4261	Grounds Maintenance Non Contract	0	0	0	0	0	0	0	0	0	
4270	Vehicles & Equipment Maintenance	997	2,400	664	1,300	2,000	2,060	2,122	2,185	2,251	
4272	Equipment Purchase	8,582	6,000	195	1,995	3,000	3,090	3,183	3,278	3,377	

	2016-17	2017-18	2017-18	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	Actual	Final Budget	Actual to 30/09/2017	Projected	Budget	Budget	Budget	Budget	Budget	Budget
4275	8,510	5,000	873	2,000	3,000	3,090	3,183	3,278	3,377	
4276	1,128	2,000	651	1,401	1,500	1,545	1,591	1,639	1,688	
4279	1,353	600	1,139	1,350	1,350	1,391	1,432	1,475	1,519	
4301	103,878	108,000	52,488	105,000	105,000	105,000	105,000	105,000	105,000	
4303	85,080	76,125	57,246	83,646	85,200	87,756	90,389	93,100	95,893	
4304	48,283	64,945	30,221	56,021	57,600	59,328	61,108	62,941	64,829	
4305	0	300	0	250	250	250	250	250	250	
4306	2,072	500	948	1,200	600	618	637	656	675	
4307	1,617	500	389	589	600	618	637	656	675	
4311	514	700	330	660	750	773	796	820	844	
4313	1,925	2,100	1,070	2,100	2,200	2,266	2,334	2,404	2,476	
4314	0	0	671	2,628	3,940	3,940	3,940	3,940	3,940	
The View Expenditure	576,989	599,245	313,269	569,381	581,183	595,610	610,203	625,233	640,714	

	2016-17 Actual	2017-18 Final Budget	2017-18 Actual to 30/09/2017	2017-18 Projected Outturn	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
1050	1,000	1,000	800	1,000	1,000	1,000	1,000	1,000	1,000
1054	0	0	0	0	0	0	0	0	0
1055	500	0	0	0	0	0	0	0	0
1077	708	0	0	0	0	0	0	0	0
1100	0	2,000	0	0	0	0	0	0	0
1305	50,000	50,000	25,000	50,000	50,000	51,500	53,045	54,636	56,275
1306	10,797	13,000	3,969	4,500	4,500	4,635	4,774	4,917	5,065
1307	148,450	200,000	97,010	183,010	200,000	206,000	212,180	218,545	225,102
1308	150,275	192,500	98,161	185,010	210,000	216,300	222,789	229,473	236,357
1310	27,572	30,000	23,619	32,000	34,000	35,020	36,071	37,153	38,267
1312	45,295	40,000	15,018	33,000	40,000	41,200	42,436	43,709	45,020
1313	3,612	4,500	1,623	1,623	0	0	0	0	0
1314	2,975	5,000	0	0	0	0	0	0	0
1315	363	0	181	181	0	0	0	0	0
1316	0	0	110	110	0	0	0	0	0
The View Income	441,547	538,000	265,491	490,434	539,500	555,655	572,295	589,433	607,086
The View Net expenditure over Income	135,442	61,245	47,778	78,947	41,683	39,955	37,908	35,800	33,628
101	-47,937	-68,383	-104,967	-48,301	-23,366	-13,991	-2,876	-1,981	-2,396
102	125,882	0	0	0	0	0	0	0	0
103	135,442	61,245	47,778	78,947	41,683	39,955	37,908	35,800	33,628
Total Net Committee Requirement	213,387	-7,138	-57,189	30,646	18,317	25,964	35,032	33,818	31,232
Total Overall Golf & The View Expenditure	1,000,900	899,722	491,872	877,267	912,377	949,091	983,023	1,012,494	1,036,438
Total Overall Golf & The View income	787,513	906,860	549,061	846,621	894,060	923,127	947,991	978,675	1,005,206

2016-17	2017-18	2017-18	2017-18	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Actual	Final Budget	Actual to Budget 30/09/2017	Projected	Outturn	Budget	Budget	Budget	Budget	Budget	Budget
213,387	-7,138	-57,189	30,646		18,317	25,964	35,032	33,818	31,232	

Total Net Committee Requirement