




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 28th June 2016** at **7.00pm** which you are summoned to attend.


James Corrigan
Town Clerk
21st June 2016

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. Golf Professional's Report

To consider report 31/16 presenting the Golf Professional's Report (pages 2 to 4).

5. Head Greenkeeper's Report

To consider report 32/16 presenting the Head Greenkeeper's Report (pages 5 to 7).

6. The View at Seaford Head:

6a. Restaurant & Bar Manager's Report

To consider report 33/16 providing an update report from the Restaurant & Bar Manager at The View at Seaford Head (pages 8 to 10).

6b. Events & Marketing Update at The View

To consider report 34/16 providing an update on events and marketing at The View at Seaford Head (pages 11 to 13).

7. Golf & The View Update Finance Report

To consider report 35/16 providing an update on the financial position of the Golf Course and The View (pages 14 to 21).

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), R Chambers (Vice Chair), M Brown, C Campbell, L Freeman, O Honeyman, A Latham, P Lower, A McLean and L Worcester.

For information: Councillors D Argent, B Burfield, P Boorman, D Burchett, R Hayder, R Honeyman, M Lambert, I Murray, D Silvey-Adam and L Wallraven.



Agenda Item No:	4
Committee:	Golf
Date:	28th June 2016
Title:	Golf Professional's Report
By:	Fraser Morley, Golf Professional
Purpose of Report:	To provide the Committee with an update on Golf Course related matters.

Recommendations

You are recommended:

1. To note the information in the report.

1. Income and Membership

- 1.1 The weather so far this year has yet to be kind to us. We have not had any prolonged good weather and the temperatures really have been below normal for the time of year. Even with this we have seen a busy course for the most part and the condition of the course has been spectacular considering how far behind normal growth conditions we are this year. Fantastic job by Simon and his team this first half of the year. They are giving us a great product to sell.
- 1.2 Membership has been disappointing. We are currently at 290 members which is some 50 down on the same time last year. I wrote to all the people to get feedback as to why they have not renewed. I have a great response and the feedback was helpful in seeing where we need to take course in the future. The national trend has seen golf membership decline by nearly 25% over the last decade and although that decline is slowing we appear to not be quite at the bottom of the curve as yet. Participation in golf is on the increase over the last 2 years and the way people play their golf has changed. Golfers are much more nomadic than before, preferring to play different courses than just the one. We have seen this in the increase in visitors over the last 2 years. So the balance in income to the course is changing. If we look at the first half of last year compared to this year, our income is actually approximately £4,000 more than last year, even with the decline in membership.
- 1.3 Research into the membership this year has given us some feedback as to the main reason for not renewing. The demographic of Seaford has a great deal to do with this. Of the 44 responses we had to our letter; 12 people did not renew due to ill health, this ranged from heart trouble to waiting for joint replacements; 4 are purely just too old; 2 are still recovering from operations; 5 people have moved away from the area; 10 have joined other clubs, all of these were either for geographical reasons or just fancied a change; 5 of these people had joined East Brighton and instantly regretted it and will be rejoining next year; 2 people have given up golf completely and 9 have had changes to their working patterns and are still paying green fees, so we have not lost these people as such.
- 1.4 We have added Rusper Golf Club to Hollingbury and Mid Sussex on our £10 reciprocal deals. This adds an additional benefit to being a member here and also

brings us visitors we may not have already had. These deal continue to be successful and have brought in over £1,500 this year so far.

- 1.5 We introduced a Summer Swing season ticket to try and encourage workers through the summer months. This was £210 for 5 months of unlimited golf after 3pm. We have sold 2 so far and hopefully more as the weather improves. The main memberships will also reduce by 25% on July 1st and we traditionally see some more people come into the course at this time.
- 1.6 Societies have been busy so far this year. We are nearly £2,500 up on the first quarter of the financial year against last year. We are closing in all the time on last year's number of 164 societies. All the societies have been pleased with the course and the food provided and we have had several good reviews online from them. I am also emailing all the society organisers for each month and asking them to fill out a questionnaire for feedback on all aspects of their day. We will then have some great research into what we are doing right or wrong for these days. We are working currently on a new menu for society golf that will ease the impact on the catering facility in The View and make the process easier to cater for all parties on any given day.
- 1.7 Buggies are still very popular. We have seen a good first 3 months of use after the winter. Early forecast suggest we should beat budget on them for this year. This can be seriously affected by the weather though and we hope we have a good winter for once to take advantage of the buggies well into the season. Simon I know is looking at better ways of moving the buggies around the course and we hope they can be out longer without damaging the course too much.
- 1.8 The interest in societies is coming mainly from Golf News marketing and also repeat business. We have seen societies return from times before the new clubhouse was built and they are going away full of praise for the course and facilities. We are also starting to attract the bigger societies and hopefully this will increase over time.
- 1.9 Social media coverage is key, I am trying to mix up the news stories on each of the mediums and have started the Instagram account which already had over 120 followers. This easily links to Facebook (572 likes) and Twitter (948 followers) and extends our reach across the platforms to all people. This will grow and grow and become more and more important for marketing and communicating with our customers on all fronts. Added to this we are able to send out newsletters and direct emails to all members but also nearly 1,500 people on our database. This increased social communication has helped increase income at no cost.
- 1.10 Due to the location of Seaford Head, the sign company who installed our tee signs are designing some new ones to withstand the winds here. We will be used as a show case for these new signs and this will give us some lovely free marketing moving forward. Our conditions have caught the company somewhat off guard and they are working hard to remedy the issues we have had with the current signage. This will also help us to improve signage around the area to encourage more people to use The View. The practice nets that were completely destroyed in the winds have also been replaced and are holding up well. The previous design was too heavy and the heavier nets acted too much like a sail and put too much pressure on the structure. The new lighter nets and steel framed nets should withstand the punishment of Seaford Head.

2. Other items

- 2.1 The greenkeepers really need some special praise for the condition of the course. For such a small team on a tight budget to produce a course in the condition it is, is remarkable. Well done guys and all the visitors and members alike would like me to pass on their thanks for your efforts.

- 2.2 Sadly after 12 years at Seaford Head and 14 working together, my colleague and good friend Chris Kelley had moved onto pastures new. He has been my right hand man all of this time and been with me through all the highs and lowest lows. I wish him well at his new course and in the future. He'll be greatly missed.
- 2.3 Taking over from Chris is Graeme Crompton. Graeme has 30 years of experience and been Head Professional at Hollingbury and West Hove. Now semi-retired he has come in at just the right time and is looking to help coach new players into the game and increase junior participation. We'll be working hard over the summer months to get into local clubs and schools and encourage people to take up the game. New blood is certainly needed in the area.

3. Financial Appraisal

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

4. Contact Officer

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

Golf Professional/Manager



Town Clerk





Agenda Item No: 5
Committee: Golf
Date: 28th June 2016
Title: Head Greenkeeper's Report
By: Simon Lambert, Head Greenkeeper
Purpose of Report: To inform the committee of Golf Course maintenance.

Recommendations

You are recommended:

1. To note contents of this report.
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1. Information

The Spring was very slow to start this year making it hard to encourage growth. After a slow start we started to see temperatures rise during May and work began getting the playing surfaces into shape, the tees were spiked and fed using a 3-month slow release fertiliser and put back into play during April. The 1st tee required further renovations before it could handle play so a new artificial mat was installed next to the main tee. This enabled us to protect it while we brought it back up to a playable standard. The new mat will now be used as the winter tee in future years.

During April the fairways and rough were cut and shapes began to emerge. There were some changes made to the width and size of areas. This decision was made after taking note of the questionnaire and the responses. Certain places where previously it was difficult to find balls were mown as cut rough to help speed play and prevent ball loss in areas where the ball cannot be seen landing. The fairways were shaped taking this into account to provide a flow to the divisions of holes and provide enhanced visual definition to the different heights of cuts.

Areas that were cleared during the Winter provided a great display of wild flowers especially the areas around the 10th where the bluebells provided a purple carpet during the month of May. These areas have now grown up as rough showing great definition of the holes with the tall seed heads flowing in the wind. Over the next few years we will continue to cut these areas during the Winter to help thin out the grasses and reduce the weeds, encouraging more wild flowers.

The greens have developed well over the last few months and are now performing very well. At the start of the season solid tining, verti-cutting and topdressing was performed to help introduce air to the root zone and reduce thatch levels at the surface. Micro nutrients were added in the form of a granular feed to help promote growth. This was a feed high in magnesium of which levels were low. This helps to produce chlorophyll in the plant promoting photosynthesis and plant and leaf growth. (A kick start into life for the plant) once growth had started a fertiliser program was introduced using balanced liquid feeds once a month to keep the plant healthy and growth steady. In between feed also at monthly intervals a wetting agent and root and bacteria boost product is sprayed. This helps water management

in the soil and helps feed and promote healthy bacteria around the plant roots and in the soil. This helps to provide natural resistance to disease and fungus of the turf. It also helps to ensure that the nutrients are released and available to the plant to be taken up and utilised. During the hot summer months (hopefully) an additional amino acid product may be added to the feed application to help prevent stress to the plant during drought. On a monthly basis we have been solid tining the greens, verti-cutting and sorrel rolling. All these operations help to produce a healthy, sustainable surface that is true, firm, and disease resistant. Verti-cutting and rolling also helps to improve the trueness and speed up the playing surface. After the verti-cutting a light and regular topdressing of sand is applied to further help the trueness and firmness while diluting the thatch layer.

Turfing areas of animal damage was completed over the Spring the decision was taken to make use of a spare tee on the 2nd hole as a turf nursery and a place to take plugs that enabled us to repair holes and digs without having to protect them with netting while the seed germinates.

The 18th fairway suffered during the winter months from salt and pest damage leaving large areas of weak turf. This was given a lot of attention with spiking, slitting, feeding and over-seeding and topdressing. It has recovered well so far but extra feeds over the season will be added to bring it back in to line with the other fairways.

The repair work of edging and repairing of bunkers as well as replenishing the sand levels was completed during April and May. 30 ton of sand was added to a number of selected bunkers after they were edged and weeded. This was done as they were in need of renovations and in response to the comments made during the questionnaire. I believe this has helped to improve the standard of the course and the enjoyment of playing (if anyone can enjoy landing in a bunker!). There are a few that will require further replenishment of sand in the coming months as the levels settle.

Staff

Adam Peck, Deputy Head Greenkeeper, has proved to be a great addition to the team. He has settled in well deputising for me when on leave. He has learnt very quickly the techniques used here at Seaford Head while also bringing some new ideas and experiences from his previous employments. He has completed PA2a mounted sprayer training and due for his test in mid-July. We have taken advantage of an offer by Plumpton college and after tests and interviews Adam has secured a place in the advanced apprenticeship level three sports turf program, he is due to start training which is once a fortnight in September.

After the departure of Chris Walsh we appointed Ben Clark in the position of Assistant Greenkeeper in April, formerly of Welshurst golf club. He has fitted into the team well, he shows great ability and maturity. He is keen to learn from myself and Adam and hopes to develop his skills at the level he is before progressing to level three training. A possibility for the coming year would be knapsack sprayer training.

Nathan Sutliff, Apprentice Greenkeeper, is performing well at college and practically on the course. He is up to date with his portfolio, he shows the makings of a great greenkeeper, he performs all tasks well and learns quickly, moving forward we need to consider increasing the team size back to 4 qualified staff and an apprentice, five in total. This will help us to unlock the potential the site has in condition and presentation, competing with local clubs to draw more members and golfers bringing in more income. Once qualified in a year's time consideration should be made to offer Nathan a qualified contract to prevent losing a good greenkeeper, which has happened in the past.

Machinery

During March and April the machinery was deep cleaned, greased, serviced and inspected in house by myself and the team. Re-grinding and sharpening of three cylinder cutting unit

machines was completed by Mitchells Ground care. This is due to it being a specialist operation requiring expensive grinding equipment.

As mentioned in the last Head Greenkeeper's report, planning and action needs to be taken in the replacement program for the greenkeeping machinery moving forward. I have reviewed the machinery and equipment for condition and age and have arranged meetings for the coming weeks with suppliers to discuss purchase options and trade in values. 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. A well designed replacement program will help spread the replacement costs over a period of time rather than having one large replacement bill in the near future.

Machinery Store Replacement

With the machinery shed currently in a dilapidated state it is important to progress with the replacement of this building. Now the pressures of the Spring set up and teaching the new team the methods used on site are easing, I am concentrating on reviewing the information and quotes collated so far with regards to this and obtaining updated quotes where applicable. I am currently waiting for the quotes with regards to the electrical works prior to reviewing the overall project costs.

2. Financial Appraisal

The costs of the machinery replacement program and the machinery shed replacement are currently being explored.

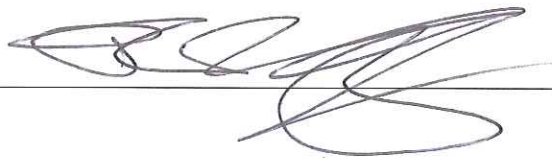
3. Contact Officer

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

Head Greenkeeper



Town Clerk





Agenda Item No: 6a
Committee: Golf
Date: 28th June 2016
Title: Restaurant & Bar Manager's Report
By: Robert Macdonald, Restaurant & Bar Manager – The View
Purpose of Report: To provide the Committee with an update on the restaurant and bar aspect of business at The View.

Recommendations

You are recommended:

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

1. Information

Costings:

Following the savings that we achieved in the bar, we are now in a position where, following a review of our suppliers, we have been able to reduce our spend in the kitchen. This is partly due to a change of one of our main suppliers to a local company who are able to provide many of the products we require on a day to day basis, at a lower price. Overall, the savings that we have been able to make have enabled us to achieve the profit margins required to make The View a viable business. I am satisfied with prices we are currently paying for the goods we order for both the bar and kitchen and I will continue to monitor them carefully, in addition to ensuring that we get the best prices possible for any new lines.

Staff:

There have been a number of changes of personnel at The View, with John Evans leaving to work as a loss adjuster in Dubai and Dave Stanyard who has also left to pursue gardening work, I would like to thank them both for their hard work and wish them well for the future.

I am pleased to welcome Alan Woolgar who joins us as an Assistant Manager, Cassie Gay who has joined us as a Supervisor, and Abi Clough, Carla Clough, Richard White and Chris Fielding who have all joined us on a casual basis.

We also have a new chef, Jarrod Dry, who will be joining us on the 18th July from Seaford Golf Course as our kitchen number two (Chef de Partie).

We have also welcomed Rebecca Sandalls as an Admin Assistant, who joined at the start of April and what a welcome addition she is.

Whilst I am appreciative of the fact that the additional staff do bring increased operating costs, I feel that we are staffed appropriately to deal with the ever increasing demands of the business. We are in position to offer great service and most importantly, consistency. I have provided a copy of our current staff structure at Appendix A.

Cleaning & Maintenance:

Following the tender process, I can advise that our existing cleaning company won the tender. It is worth noting that all three tenders submitted were at a similar price with Sussex Cleaning

being the lowest for the combined cleaning of the clubhouse, the windows and the deep cleaning of the carpets.

We have had a fence erected around the bin area to create a bin store, which is much more visually pleasing when entering the car park.

Functions and Marketing:

We have had a busy three months since the last committee meeting with a variety of function bookings, wakes, birthday parties and wedding receptions. The staff have all performed well, in particular the kitchen, and we are now a well-oiled machine with regards to setting up and catering for the larger events.

We have many new processes in place including a new booking form, developed by Sarah and Rebecca, which captures much more detailed information on the requirements of our customers, allowing us to meet their expectations. Sarah and Rebecca are still bringing in a steady stream of bookings with weddings booked for next year and one in 2018. We have also had a steady stream of golf society bookings, often being booked to capacity on several occasions.

Now that we are staffed to required levels we can increase our marketing. Sarah has already detailed many of our strategies in her report, we are also actively looking to have our website updated and would welcome any recommendations for people or companies to provide a quote to carry out the required work.

General:

I am pleased with progress we have made thus far, there remains a lot of hard work ahead but we can now prioritise on increasing the footfall and the spend per head via marketing and our soon to be launched new menu, which should be available mid-July once the kitchen is fully staffed. We have seen a steady increase in our food trade on Sundays, due to the outstanding food produced by our Head Chef Richard Jones and his team. I remain very positive about the future.

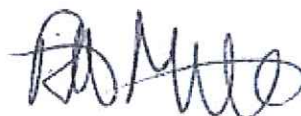
2. Financial Appraisal

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

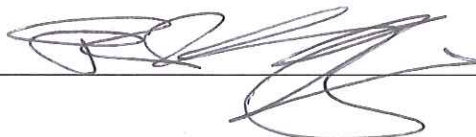
3. Contact Officer

The Contact Officer for this report is Robert Macdonald, Restaurant & Bar Manager.

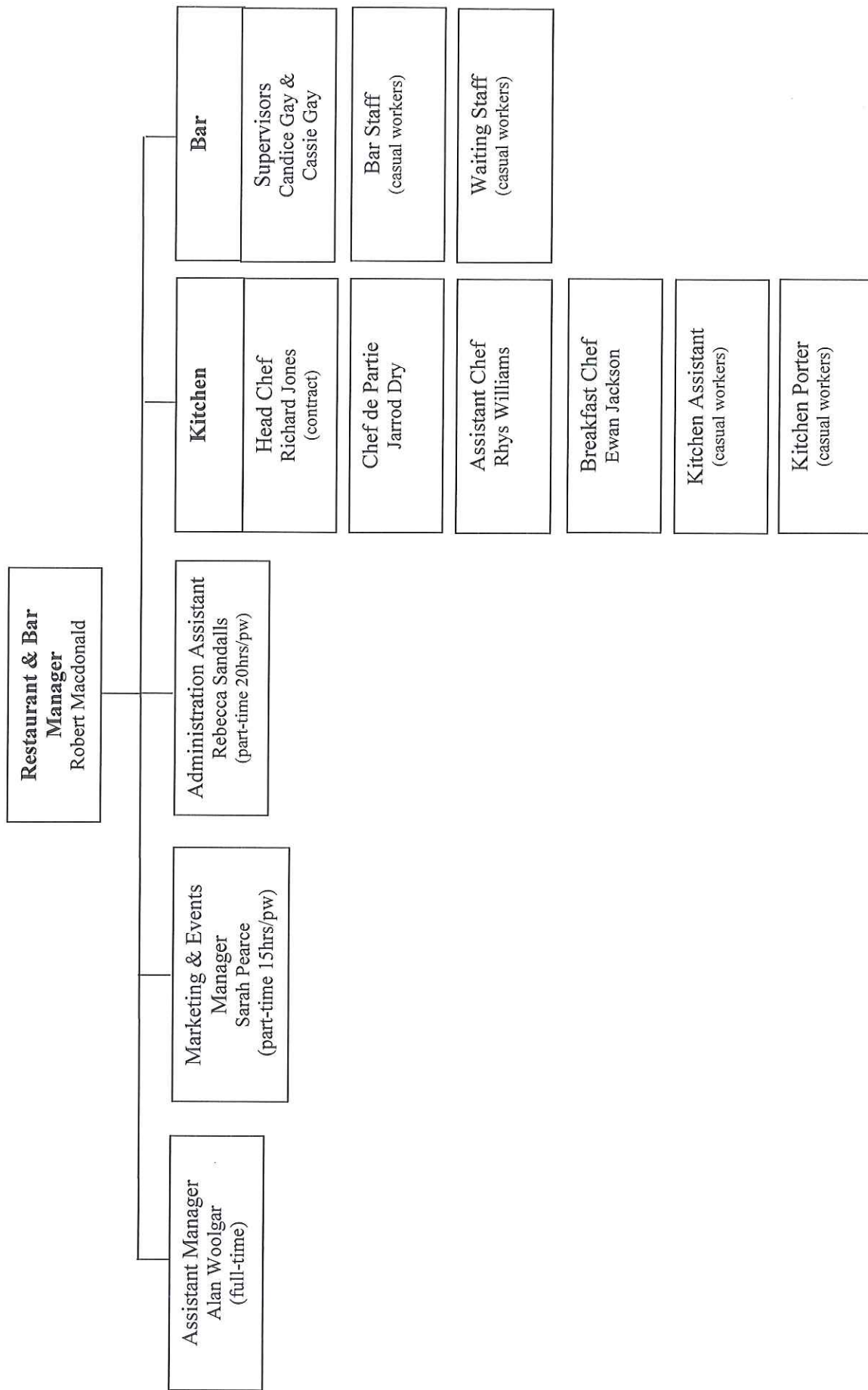
Restaurant & Bar Manager



Town Clerk



The View Staff Structure





Agenda Item No:	6b
Committee:	Golf
Date:	28th June 2016
Title:	Events & Marketing Update at The View
By:	Sarah Pearce, Events & Marketing Manager
Purpose of Report:	To update the Committee on the events and marketing at The View at Seaford Head.

Recommendations

You are recommended:

1. To note the contents of the report.

1. Update

1.1 Functions:

In the past quarter we have continued to see a steady flow of function bookings with 18 in total in addition to golf society bookings.

- March – 3
- April – 9
- May – 6

Bookings for the five-month period from January to May 2016 are therefore at 44.

1.2 Post Event Surveys:

All bookings since November 2015 have been receiving a post event survey to enable us to proactively gather feedback in order to improve and refine our service offer.

In the period 1st March to 31st May 2016 we received six respondents to the survey:

- 100% of clients rated their overall experience as either Very Good or Excellent
- 100% of clients are likely or extremely likely to recommend The View
- 100% of clients rated staff as Very Good or Excellent
- 84% of clients felt it was easy to contact and book The View
- 84% of clients felt it was a suitable venue for their event
- 84% of clients felt the food and drink was of a suitable quality

1.3 Future Bookings:

For the remainder of the calendar year we currently have 21 large events booked along with 3 regular dates every month in addition to golf society bookings.

- Jazz every month for 2016
- Comedy night every month for 2016
- Seaford Chamber of Commerce Breakfasts every month for 2016
- Weddings and large functions - 6
- Birthday & Celebrations – 12
- Christmas 2016 – 3

We also have six bookings for 2017 and one firm enquiry for 2018.

1.4 Marketing Activity

There has been a steady amount of marketing activity over the last quarter.

We have placed advertising in the official document folders for the Registry Offices in Lewes and Eastbourne, which will be steadily distributed to registrants of marriages, civil partnerships and deaths over the coming 12 months.

We have also placed a free advert in the Seaford Motorfest programme which is being distributed throughout Seaford during June.

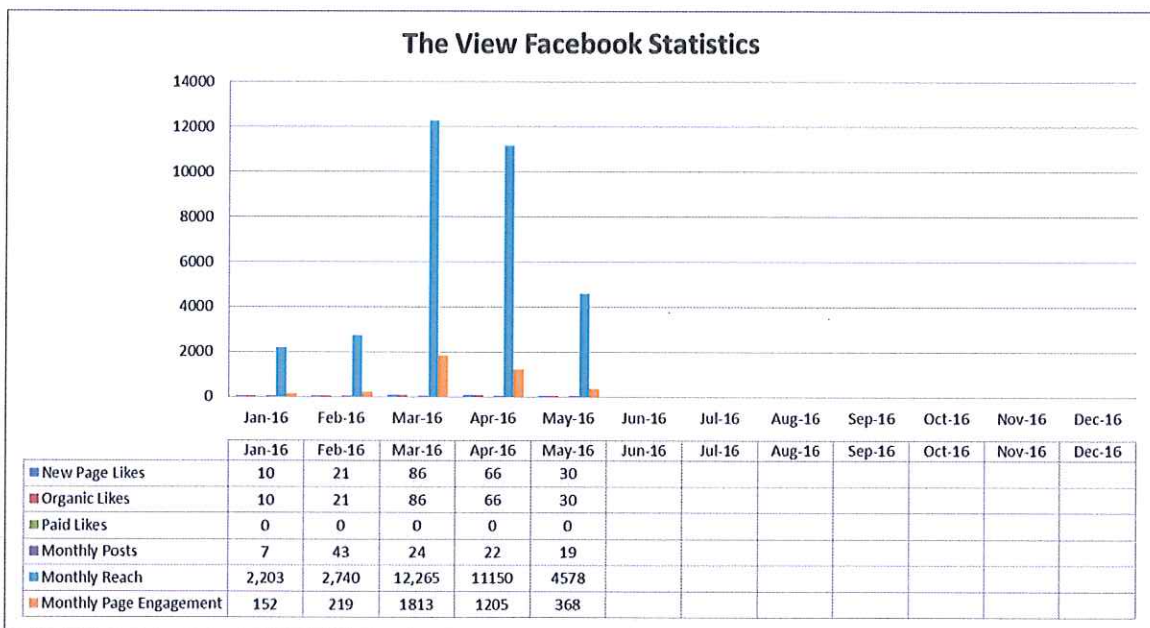
1.5 Social Media Statistics

The Facebook page continues to be our most successful route for promotion throughout Seaford and the surrounding areas. We now have 533 likes and activity over the last 3 months has seen traffic to the page grow by 200% from 230 likes at the end of December 2015.

Our reach (the number of individuals who see a post from our page in their timeline feed) has totalled 32,936 in the last six months; and our engagement (the number of individuals who have proactively either commented or liked a post on our page) has totalled 3,757.

Our most successful campaign of the quarter was the call to increase the number of likes to 500, where we offered a complimentary meal for 4 as an incentive for sharing us amongst their online networks. This campaign alone gave us 32% of our reach (10,651) for the last six months.

Regarding our competitors within the town, the best performing page (The Grumpy Chef) has 655 likes, however most Seaford cafes have less than 200 likes.



1.6 Marketing Activity

We are in the process of investigating and assessing the likely costs of the following initiatives:

- Creation of a general brochure
- Creation of a wedding brochure
 - Creation of a regular marketing plan including: monthly promotions, refreshing of the menus, increased signage, regular advertising in Seaford Scene, use of the STC noticeboards in Seaford (Buckle, Blatchington Pond, East Street Car Park) and roadside posters for events
- Exterior signage at The View to entice walkers and ramblers in for refreshments

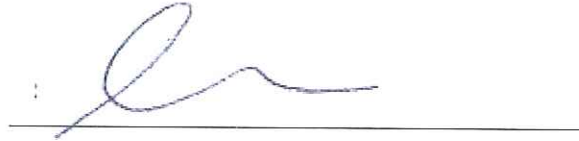
2. Financial Appraisal

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

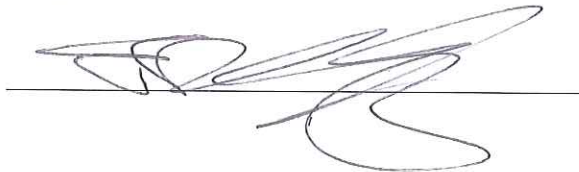
3. Contact Officer

The Contact Officer for this report is Sarah Pearce, Events & Marketing Manager.

Events & Marketing Manager

A handwritten signature in blue ink, appearing to be 'S Pearce', written over a horizontal line.

Town Clerk

A handwritten signature in blue ink, appearing to be 'D. [unclear]', written over a horizontal line.



Agenda Item No:	7
Committee:	Golf & The View
Date:	28th June 2016
Title:	Golf & The View Update Finance Report
By:	James Corrigan, Town Clerk
Purpose of Report:	To update the Committee on the financial position of the Golf Course and The View.

Recommendations

You are recommended:

1. To note the contents of the report.

1. Update

The financial performance of The View and Seaford Head Golf Course as noted by the Internal Auditor recently are pivotal to the financial performance of the Council. Last financial year the two ran at a loss of £151,361 which has depleted the Council's reserves significantly. This loss does not include the core cost to run the venue which includes in particular the Finance team's time as well as the Town Clerk's time supporting the venue.

Unfortunately, no provision was made within the original business plan to reflect a developing business and therefore make provision for losses. A business that has an automatic overhead of £2000 per week to cover just the loan for its construction has a significant overhead before it begins to trade so is unlikely to make a profit in the first few years of business.

The attached appendix A highlights the financial performance to date compared with budget and last year and projects the year-end figures. Most figures have been projected as spending the total budget at this stage except for those where it is known this will not be the case.

Comments are made on the appendix relating to any variations.

As the figures stand at the moment the projected loss for the two cost centres together is a loss of £7332 which is slightly worse than the budgeted profit for the year of £2313. However, it is likely that this will change significantly over the next quarter which is the most crucial one for the course and The View in terms of the expected end of year performance.

The performance of The View is significantly better than this stage last financial year which is encouraging going forward at this stage. The performance of the Golf Course is comparable presently to last year's performance overall despite membership reducing by over 15%.

This report in future will be attached separately to The View Manager and Golf professionals reports to include more accurate projections going forward.

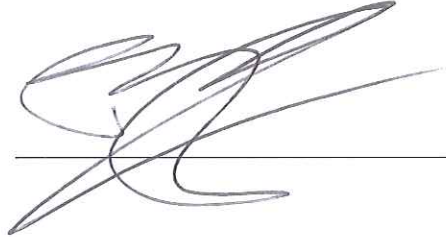
2. Financial Appraisal

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

3. Contact Officer

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

Town Clerk



Golf and The View Finance Report

Appendix A

Account number	2015-16	2016-17	2016/17	2016/17	Comments
	Actual	Final Budget	Up to	Projection	
<u>Golf Course</u>					
<u>Cost Centre 101</u>					
4000 Salaries & Wages	74081	77116	11814	76000	The performance is approximately £1000 below budget due to period when course was operating below staff numbers
4001 Employers NI	4071	4378	871	5226	
4002 Employers Superannuation	13489	13951	1623	9738	The actual spend will increase once the position on pension choices by individuals is known
4003 Sub-Contracted Staff	2200	0	0	0	Sub contracted acting Head Greenkeeper was utilised during period of staff changeover, should be no requirement this financial year
4009 Recruitment Costs	1871	0	0	0	
4010 Staff Training	2675	1500	432	1500	
4011 Staff Protective Clothing	843	1000	255	1000	
4041 Golf Professional Retainer	40356	41908	6985	41908	
4045 Golf Course Player Costs	741	2500	0	0	
4046 Golf Club Membership Fees	28149	24585	6751	22000	This is a fee paid to SHGC for each member will be less due to reduced members
4051 Rates	19592	19995	3935	19995	Currently contesting rates level
4052 Water & Sewerage	773	2500	955	2500	
4055 Electricity	3327	3100	488	3100	
4056 Gas	7	0	0	0	
4060 Refuse	282	400	57	400	
4100 Telecommunications	1224	300	20	300	
4105 Postage	273	300	10	290	
4106 Stationery	314	300	33	300	

Golf and The View Finance Report

Account number	2015-16	2016-17	2016/17	2016/17	2016/17	Comments
	Actual	Final Budget	Up to	Projection		
4110 Advertising & Publicity	3025	3000	550	3000		
4112 Subscriptions	0	0	388	388		Membership of BIGGA for all four greenkeepers
4113 Software Support	234	380	464	380		
4114 Licence Fee	0	80	0	80		
4115 Insurance	5017	5200	3200	3200		Savings made under new insurance policy
4155 Professional Fees	967	0	0	0		
4156 Bank Charges	1549	1800	258	1800		
4201 Cleaning & Hygiene	210	0	0	0		
4250 Public Seating	3569	0	0	0		
4251 Dog Bin Emptying	932	1750	170	1750		
4261 Grounds Maintenance Non Contract	27015	26100	7661	26100		
4270 Vehicle & Equipment Maintenance	14119	14790	3700	14790		
4271 Vehicle & Equipment Lease	11008	20996	0	11008		One lease bought outv and all equipment now owned, though some needs replacing
4272 Equipment Purchase	75	12000	0	12000		
4275 Building Maintenance	1106	2000	0	2000		
4308 Rent of shop, locker and changing rooms	152	19000	8333	50000		Amount transferred increased to 35% of running costs representing floor space used solely by
4309 Buggy lease	4007	5277	879	5277		Golf
4312 Season Ticket Refund	545	0	0	0		
Golf Course Expenditure	267798	306206	59832	316030		
1000 Golf Course Season Ticket	164638	172000	142953	150000		Very broad estimate of projection at this stage
1001 Golf Course Green Fees Mid week	62840	65000	12007	67000		
1002 Golf Course Green Fees w/end b/holiday	52951	48000	13490	60000		
1003 Golf Course Specials	44430	46042	10099	55000		

Golf and The View Finance Report

Account number	2015-16	2016-17	2016/17 Up to 31/05/2016	2016/17 Projection	Comments
	Actual	Final Budget			
Corporate	0	11667	0	0	
1004 Golf Course Lockers	3811	3000	324	3000	
1005 Golf Course Credit Card Charge	230	190	28	190	
1007 Golf Course Air Traffic Control	9050	7500	7500	7500	
1111 Income Filming	2500	0	0	0	
1050 Income Rent	0	1100	0	1100	
1054 Income Other	1881	0	604	1200	
1055 Income Seating	3324	0	0	0	
1100 Income Advertising	0	1500	0	0	
1311 Buggy Hire	242	15000	3912	21000	
Golf Course Income	345897	370999	190917	365990	
Net Course Expenditure over Income	-78099	-64793	-131085	-49960	
<u>The View</u>					
<u>Cost Centre 103</u>					
4000 Salaries & Wages	152051	170000	22667	155000	Very broad estimate at this stage
4001 Employers NI	5668	4500	620	4000	
4002 Employers Superannuation	11107	12000	1499	9000	Will increase depending upon outcome auto-enrolment
4003 Sub-contracted Staff	40770	0	5667	34002	Should reduce as all new staff are integrated
4009 Recruitment Costs	6750	1000	0	1000	
4010 Staff Training	1635	2000	0	2000	
4016 Staff Uniform	1295	500	52	500	
4017 Time Sheet & Rota Software	160	170	0	170	
4051 Rates	6783	5700	1383	5700	Currently contesting this
4052 Water & Sewerage	5812	3600	53	3600	
4055 Electricity	21448	14000	2225	14000	

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Account number	2015-16	2016-17	2016/17	2016/17	Comments
	Actual	Final Budget	Up to	Projection	
		31/05/2016			
4056 Gas	10234	11000	80	11000	
4060 Refuse	1451	5000	523	4000	
4100 Telecommunications	1862	2200	109	2200	
4105 Postage	0	300	0	300	
4106 Stationery	686	700	89	700	
4110 Advertising & Publicity	1863	2500	1998	4000	Need for additional marketing
4113 Software Support	594	450	829	1200	New PC's been installed
4114 Licence Fee & Sky	4372	1000	133	1000	
4115 Insurance	6390	6500	0	6500	Need to clarify why no expenditure to date this financial year
4116 Web Site	44	0	0	2000	Web site needs creating
4155 Professional Fees	964	0	0	0	
4156 Bank Charges	1646	1900	526	2500	
4196 Club House Events Expenditure	5384	4500	919	4500	
4199 Other Expenditure	439	0	0	0	
4201 Cleaning	12452	12000	4762	28500	New tender was higher than previous contract
4202 Linen Cleaning	2687	3000	570	3000	
4261 Grounds Maintenance Non Contract	230	0	0	0	
4270 Vehicles & Equipment Maintenance	420	0	0	0	
4272 Equipment Purchase	6387	5000	3753	5000	
4275 Building Maintenance	6574	1000	-88	1000	
4276 CCTV	2000	2000	0	2000	
4277 New Golf Club House	6878	0	0	0	
4301 Public Works Loan Payment	98483	110000	16004	105000	Total loan slightly less than budget due to lower interest rates
4303 Food Expenditure	85150	68000	12535	75000	
4304 Bar Expenditure	56356	80000	9364	60000	£10,000 savings made with new line cleaning system
4305 Fire extinguishers	154	620	0	620	
4306 Catering & Utensils & Equipment	7985	500	145	500	

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Account number	2015-16	2016-17	2016/17 Up to 31/05/2016	2016/17 Projection	Comments
4307 Bar Utensils & Equipment	2761	500	117	500	
4311 Pest Control	601	400	190	400	
4313 Stock Take	1255	3240	350	2100	New contract slightly cheaper
4412 Machine Games Tax	255	0	0	0	
The View Expenditure	580036	535780	87074	552492	
1050 Income Rent	1111	1300	250	1200	
1054 Income Other	320	0	0	0	
1100 Advertising	0	3000	0	0	
1305 Income hire pro shop & changing rooms	0	19000	8333	50000	More accurately reflects cost to provide space
1306 Income Golf Club Room hires	15891	45000	1052	7000	
1307 Income Bar Sales	154235	200000	30557	185000	Very broad estimates at this satge
1308 Income Food Sales	151067	170000	26133	165000	Very broad estimates at this satge
1309 Income Fruit Machine	508	0	0	0	
1310 Income Society Food	27444	35000	5835	35000	
1312 Function Food Sales	0	0	8615	45000	Very broad estimates at this satge
1313 Function Bar Sales	0	0	853	3500	Very broad estimates at this satge
1314 Income Society Drink	0	0	776	3500	Very broad estimates at this satge
The View Income	350576	473300	82404	495200	
The View Net expenditure over Income	229460	62480	4670	57292	
101 Golf Course	-78099	-64793	-131085	-49960	
103 The View	229460	62480	4670	57292	
Total Net Committee Requirement	151361	-2313	-126415	7332	

Golf and The View Finance Report

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Account number	2015-16 Actual	2016-17 Final Budget	2016/17 Up to 31/05/2016	2016/17 Projection	Comments
Total Overall The View & Golf Expenditure	847834	841986	146906	868522	
Total Overall Golf & The View income	696473	844299	273321	861190	
Total Net Committee Requirement	151361	-2313	-126415	7332	