



Seaford Town Council

Report 170/14

Agenda Item No: 9

Committee: Golf Course

Date: 2 December 2014

Title: Interim Town Clerk Budget Proposals and Update Report

By: James Corrigan Interim Town Clerk

Purpose of Report: To update the committee on the projected Golf financial performance for financial year and to agree a proposed budget for consideration by the Full Council.

Recommendations

You are recommended:

- 1. To note the projected financial performance of Golf Committee for this financial year.**
 - 2. To recommend the draft budget for the Golf Committee to the Full Council as presented.**
 - 3. To comment on the budgets going forward**
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1. 2014/2015 projections

- 1.1** The projections for the current financial year for the golf are unsurprisingly not in line with budget. This is largely due to the delay in the completion of the new clubhouse which has impacted on the sales for the golf course, Appendix A. However some of the predicted income streams for the year were ambitious. For example the best performance the Council has made in recent years in terms of season ticket sales, 1000, is £151,788 setting a target of £194,615 may not have therefore been realistic. Achieving the income of £153,249 on the face of it was therefore an achievement.
- 1.2** However there was also a significant error in not budgeting for the paying out of the Golf Club membership fees which the Council now collects for the club. This amounts to £18,975 extra disbursement.
- 1.3** Fortunately there are some significant projected underspends including 4052, water and sewerage £5962, 4056 and 4060 Electricity and Gas £1050 and £2280 respectively, and 4115 Insurance £3287. However the cleaning, 4201, will overspend by £2750. The equipment overspend, 4272 is planned and is covered by the EMR reserve transfer of £8673 and an underspend of £1981 for vehicle and equipment maintenance 4270.

- 1.4 The delay in the build and the managed drawdown of the PWLB loan has resulted in a saving of £26131 in loan repayments for this financial year. Similarly the delay in the build has reduced expenditure for staffing costs and items to sell £14,664 and £29,022 respectively.
- 1.5 All income lines are significantly below budget partly due to the delay in the clubhouse completion but also due to ambitious targets. The net result of this is an underperformance against the income budget of £134,740 however the projected expenditure is £54,245 below budget resulting in a net position of a projected underperformance for the year of £80,495.
- 1.6 This will be a matter for the Council to consider when setting the precept going forward taking into account the performance of the other committee budgets. The impact of this performance will not be known until all the other committee budgets and predictions are finalised.

2. 2015/2016 Budgets

- 2.1 The draft budget as presented in Appendix B and C will be subject to further refinement as more rigorous use of data is undertaken to ensure figures are as reliable as possible. However the figures as presented are the most refined that have been presented to date with some rigour behind the projections. My thanks go to Fraser Morley, Oliver Stanyard and Lucy Clark for all their help in pulling these figures together.
- 2.2 The golf cost / income centre has been divided into two centres representing The Clubhouse and The Course. These are also managed by different managers, Fraser Morley and Oliver Stanyard, this makes accountability more apparent and helps the managers develop their sides of the business.
- 2.3 The Golf Course Income Centre, 101, (Appendix B) is projecting a surplus of £68,696 for the year. This has been partly achieved by suspending new machinery purchases for the golf course for the year, saving £20,000. There will be a planned programme going forward which will hopefully be gradual to support the development of the clubhouse business.
- 2.4 It is not surprising that the Clubhouse income centre 102 is projecting a loss in its first few years in business as it develops its trade. The figures as presented are as realistic as possible but obviously have no precedents to rely upon unlike the Course budget.
- 2.5 The figures do have some rigour behind them so far as is possible in predicting the future without any precedents. Appendix D sets out the various main income streams for the next three years and reflects a gradual build up in the business. By the middle of 2015/16 we will be in a much more informed position to project going forward.
- 2.6 The current figures do continue to project a loss for the building for the next three years. However this has to be seen in context as the golf course is projecting a increase in profits as detailed in Appendix B. Without the new clubhouse these figures would not be so positive.

2.7 The net position of the two cost centres together is that;

2015/16	-£47,250
2016/17	£32,649
2017/18	£46,933

2.8 This shows that by year three the golf income centre as a whole will be performing better than it was in 2013/14. The projections going forward from there will be more rosy with the expectation that the clubhouse will be generating a profit by year five at the latest but possibly sooner.

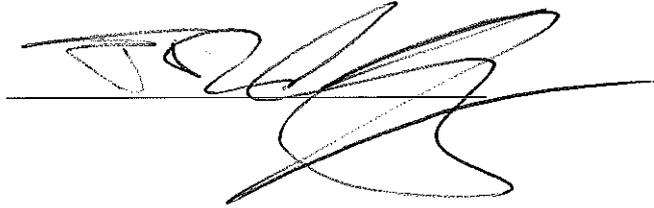
3. Financial Appraisal

The financial consequences depend upon the budget that is recommended. Currently the impact would be a demand on the precept of £47,250.

4. Contact Officer

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

Interim Town Clerk

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

Golf budgets 2014/15

Appendix A

Account Number	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Final Budget	2014-15 Actual to 30/09/14	2014-15 Projected Outturn	2014-15 Variance
Cost Centre 101							
4000 Salaries & Wages	71,669	75,969	69,438	75,277	43,224	75,277	0
4001 Employers NI	4,192	4,451	4,145	4,599	2,449	4,599	0
4002 Employers Superannuation	11,423	12,597	12,663	13,244	7,673	13,244	0
4009 Recruitment Costs					1,311	1,311	-1,311
4010 Staff Training	180	0	441	2,000	425	800	1,200
4011 Staff Protective Clothing	742	678	689	1,000	786	1,000	0
4041 Golf Professional Retainer	35,000	35,000	39,837	41,006	23,569	41,006	0
4045 Golf Course Player Costs	2,316	813	2,509	2,350	-250	1,800	550
4046 Golf Club Membership Fees					18,975	18,975	-18,975
4051 Rates	1,569	1,790	886	1,250	0	800	450
4052 Water & Sewerage	8,407	22,884	13,304	10,962	2,219	5,000	5,962
4055 Electricity	5,170	5,695	2,204	9,050	5,080	8,000	1,050
4056 Gas	4,049	2,747	994	3,530	245	1,250	2,280
4060 Refuse	301	301	367	320	224	500	-180
4100 Telecommunications	235	302	285	1,000	82	200	800
4105 Postage	245	192	263	320	139	320	0
4106 Stationery	323	0	87	50	4	4	46
4110 Advertising & Publicity	2,303	2,701	795	4,000	791	4,000	0
4111 Office Equipment New					760	760	-760
4113 Software Support	265	265	150	310	0	0	310
4114 Licence Fee	75	75	75	75	75	75	0
4115 Insurance	9,471	10,009	9,618	12,346	9,059	9,059	3,287
4155 Professional Fees	1,250	2,929	276	0	9	9	-9
4156 Bank Charges	2,092	1,988	1,590	2,157	822	1,700	457
4199 Other Expenditure	468	124	0	250	0	0	250
4201 Cleaning	6,250	4,316	5,010	3,250	4,281	6,000	-2,750
4250 Public Seating	542	0	0	0	0	0	0
4251 Dog Bin Emptying	596	890	1,653	1,048	593	1,048	0
4252 Litter & Dog Bin Pch & Maintenance	0	0	0	0	0	0	0
4261 Grounds Maintenance Non Contract	24,224	26,353	21,974	25,589	21,210	25,589	0
4270 Vehicle & Equipment Maintenance	13,229	12,569	12,915	13,981	8,912	12,000	1,981
4271 Vehicle & Equipment Lease	20,996	20,996	20,996	20,996	20,996	20,996	0
4272 Equipment Purchase	15,500	0	6,327	20,000	30,210	30,210	-10,210
4274 Projects Expenditure	0	0	4,750	0	0	0	0
4275 Building Maintenance	1,017	413	0	0	0	0	0
4301 PWLB Repayment				75,798		49,667	26,131
Clubhouse employee costs				54,664		40,000	14,664
clubhouse cost of sales				54,022		25,000	29,022
Golf Course Expenditure	244,099	247,047	234,241	454,444	203,873	400,199	54,245
1000 Golf Course Season Ticket	147,884	151,788	147,973	194,615	153,249	153,249	41,366
1001 Golf Course Green Fees Mid week	64,654	46,130	47,217	53,352	35,297	40,000	13,352
1002 Golf Course Green Fees w/eng b/holiday	63,491	46,879	40,360	44,883	27,415	32,000	12,883
1003 Golf Course Specials	32,596	39,110	33,342	40,500	21,464	26,000	14,500
Corporate				10,000		0	10,000
1004 Golf Course Locker	2,121	2,059	0	3,500	0	0	3,500
1005 Golf Course Credit Card Charge	223	241	100	160	121	200	-40
1007 Golf Course Air Traffic Control	5,000	5,000	5,000	5,130	3,750	5,130	0
1010 Asset Sale/Part Exchange Value	3,000	0	0	0	0	0	0
1111 Income Filming					458	458	-458
1050 Income Rent	6,250	4,688	0	600	1,075	1,400	-800
1051 Income Insurance Recharge	707	393	0	0	0	0	0
1054 Income Other	1,967	1,377	267	1,300	1,342	1,500	-200
1055 Income Seating	619	0	0	0	0	0	0
1057 Income Electricity Recharge	1,035	1,139	441	0	1,912	2,500	-2,500
1063 Income Gas Recharge	2,024	1,373	373	0	-697	-697	697
1100 Income Advertising	1,550	0	431	2,000	0	0	2,000
Clubhouse Income			0	124,113		75,000	49,113
Transfer from EMR in respect of machinery						8,673	-8,673
Golf Course Income	333,121	300,177	275,504	480,153	245,386	345,413	134,740
Net Expenditure	-89,022	-53,130	-41,263	-25,709	-41,513	54,786	-80,495

APPROVED

Golf Course Income Centre 101

Appendix B

Account Number	2015-16 Final Budget		2016-17 Final Budget	2017-2018 Final Budget	
4000	Salaries & Wages	76933	Discuss Lucy, based on 2.2% rise any increments?	78400	81000
4001	Employers NI	4700	Discuss Lucy, based on 2.2% rise any increments?	4800	4950
4002	Employers Superannuation	13535	Discuss Lucy, based on 2.2% rise any increments?	14000	14500
4009	Recruitment Costs				
4010	Staff Training	2000		2000	2000
4011	Staff Protective Clothing	1000		1000	1000
4041	Golf Professional Retainer	41006		41900	42830
4045	Golf Course Player Costs	2350		2500	2750
4046	Golf Club Membership Fees	19000	Do exact calculation	20000	21000
4051	Rates	0		0	0
4052	Water & Sewerage	8000	Why has this gone up so much ?	8500	9000
4055	Electricity	1000	Budget high what does this cover ?	1200	1400
4056	Gas	0	All for clubhouse?	0	0
4060	Refuse	300		300	300
4100	Telecommunications	300	What does this cover?	300	300
4105	Postage	300		300	300
4106	Stationery	200		200	200
4110	Advertising & Publicity	3000		3000	3000
4111	Office Equipment New				
4113	Software Support	300		300	300
4114	Licence Fee	75	Ofoom licence radios	80	85
4115	Insurance	7950		8188	8434
4155	Professional Fees	0		0	0
4156	Bank Charges	2200		2300	2400
4199	Other Expenditure	0		0	0
4201	Cleaning	0	Included within room rent	0	0
4250	Public Seating	0		0	0
4251	Dog Bin Emptying	1700		1750	1800
4252	Litter & Dog Bin Pch & Maintenance	0		0	0
4261	Grounds Maintenance Non Contract	25589		26100	26622
4270	Vehicle & Equipment Maintenance	14500		14790	15000
4271	Vehicle & Equipment Lease	20996		20996	20996
4272	Equipment Purchase	0	Suspend for one year to enable club to establish ?	12000	33000
4274	Projects Expenditure	0		0	0
4275	Building Maintenance	2000		2000	2000
4301	Public Works Loan Payment	0		0	0
	Rent of shop, locker and changing rooms	18000	Should this be more? Covers rates, water, cleaning, gas, electric and phone. Need formula to calculate these.	19000	20000
	Golf Course Expenditure	266934		285904	315167
1000	Golf Course Season Ticket	183826		200013	211712
1001	Golf Course Green Fees Mid week	49979		57458	63342
1002	Golf Course Green Fees w/end b/holiday	40429		46025	49717
1003	Golf Course Specials Corporate	40063		46042	50892
		10000		11667	12500
1004	Golf Course Lockers	5233	On the basis of 50 lockers at £80 and 12 at £40 and £1 for daily lockers	5510	5667
1005	Golf Course Credit Card Charge	100		110	120
1007	Golf Course Air Traffic Control	5000		5000	5000
1010	Asset Sale/Part Exchange Value	0		0	0
1111	Income Filming	0		0	0
1050	Income Rent	0		0	0
1051	Income Insurance Recharge	0		0	0
1054	Income Other	0		0	0
1055	Income Seating	0		0	0
1057	Income Electricity Recharge	0		0	0
1063	Income Gas Recharge	0		0	0
1100	Income Advertising	1000		1500	2000
	Clubhouse income	0		0	0
	Golf Course Income	335630		373324	400949
	Net Income	68696		87420	85782

Clubhouse Income Centre 102

Appendix C

Account Number	2015-16 Final Budget		2016-17 Final Budget	2017-18 Final Budget
4000	Salaries & Wages	108,600	121,872	145,000
4001	Employers NI	11,004	10,388	13,000
4002	Employers Superannuation	13,596	14,232	10,000
4009	Recruitment Costs	500	1,000	1,000
4010	Staff Training	1,000	1,000	1,000
	Staff Uniform	500	500	1,000
4051	Rates	3,000	3,150	3,300
4052	Water & Sewerage	1,200	1,300	1,500
4055	Electricity	4,000	5,000	6,000
4056	Gas	3,000	3,500	4,000
4060	Refuse	300	500	800
4100	Telecommunications	1,000	1,100	1,200
4105	Postage	200	300	400
4106	Stationery	300	300	400
4110	Advertising & Publicity	2,000	2,500	3,000
4113	Software Support	300	300	300
4114	Licence Fee & Sky	1,000	1,100	1,200
4115	Insurance	3,779	3,892	4,009
4156	Bank Charges	1,500	1,800	2,000
4201	Cleaning	11,000	12,000	13,000
4272	Equipment Purchase	2,000	2,000	2,000
4275	Building Maintenance	1,000	1,000	1,500
4301	Public Works Loan Payment	110,000	110,000	110,000
	Food Expenditure	41,400	59,700	75,000
	Bar Expenditure	40,417	59,667	100,000
	Fire extinguishers	600	620	640
	Clubhouse Expenditure	363,196	418,721	501,249
1050	Income Rent	1,200	1,300	1,400
	Income hire pro shop & changing rooms	18,000	19,000	20,000
	Room hires	22,000	41,250	57,500
	Bar sales	121,250	179,000	230,000
	Food sales	82,800	119,400	148,500
	Advertising	2,000	4,000	5,000
	Clubhouse Income	247,250	363,950	462,400
	Net Income	-115,946	-54,771	-38,849

Need to look at what Blatchington pays majority water supply for course irrigation

Based on cost drinks 33% sale value
Based on cost food 50% sale value

Use of Office Seaford Gold Club, admin charge for collecting club fees? 10% = £2000
Should this be more? Covers rates, water, cleaning, gas, electric and phone. Need formula to calculate these.
on basis of £250 value hires per week

Based on approximate sales of £1500 per week
Use of internal spaces, room sponsors etc

Clubhouse events

Appendix D

Annual net position

Expenditure per event

Annual Income

Income per event

2015-16

Number of events	Income per event			Annual Income			Expenditure per event					Total Annual expenditure	Annual net position		
	Bar	Food	Room hire	Total Bar	Total food	Total room hire	Bar staff	Catering staff	Drinks	Food	Total Bar catering staff			Total Bar	Total Food
300	200	150		60000	45000		140	560	67	75	3920	20000	22500	42500	62500
7	3250	2500	1000	22750	17500	7000	70	70	1083	1250	980	7583	8750	21233	26017
30			250			7500	70	70	500	250	1050	7500	3750	13350	7500
15	1500	500	500	22500	7500	7500	70	70	133	160	2800	5333	6400	17333	24150
40	400	320		16000	12800										5600
				121250	82800	22000	4830	7770	41400	94417	41400	131633			

Annual net position

Expenditure per event

Annual Income

Income per event

2016-17

Number of events	Income per event			Annual Income			Expenditure per event					Total Annual expenditure	Annual net position		
	Bar	Food	Room hire	Total Bar	Total food	Total room hire	Bar staff	Catering staff	Drinks	Food	Total Bar catering staff			Total Bar	Total Food
300	220	150		66000	45000		144	576	73	75	2880	22000	22500	44500	66500
20	3250	2500	1000	65000	50000	20000	72	72	1063	1250	2880	21667	25000	61067	73933
45			250			11250	72	72	500	250	1440	10000	5000	17880	11250
20	1500	500	500	30000	10000	10000	72	72	133	160	3240	5000	7200	19680	32120
45	400	320		18000	14400										6480
				179000	119400	41250	7560	16200	59700	143127	196523	59700	143127		

Annual net position

Expenditure per event

Annual Income

Income per event

2017-18

Number of events	Income per event			Annual Income			Expenditure per event					Total Annual expenditure	Annual net position		
	Bar	Food	Room hire	Total Bar	Total food	Total room hire	Bar staff	Catering staff	Drinks	Food	Total Bar catering staff			Total Bar	Total Food
300	250	150		75000	45000		150	595	83	75	4500	25000	22500	47500	72500
30	3250	2500	1000	97500	75000	30000	75	75	1083	1250	4500	32500	37500	92350	110150
60			250			15000	75	75	500	250	1875	12500	6250	22500	15000
25	1500	500	500	37500	12500	12500	75	75	133	160	3750	6667	8000	22167	40000
50	400	320		20000	16000										3750
				230000	148500	57500	10125	23475	74250	184517	251483	74250	184517		

Course income streams 2015/2016

Appendix E

Income		Quantity		Price each		Total income	Total Income
Type	Quantity	Renewals	Price each	renewals	Gross	Nett	
Season tickets	7 Day Adult	20	148	683.00	649.00	109712.00	91426.67
	5 Day Adult	10	26	532.00	505.00	18450.00	15375.00
	Senior	20	153	473.00	449.00	78157.00	65130.83
	Intermediate 2	5	8	456.00	438.00	5784.00	4820.00
	Intermediate 1	5	9	324.00	307.00	4383.00	3652.50
	Youth	5	2	185.00	175.00	1275.00	1062.50
	Junior	6	4	63.00	60.00	618.00	515.00
	Winter	7	0	316.00	300.00	2212.00	1843.33
Totals	78	350			220591.00	183825.83	
Green fees midweek	Adult	900		20.00		18000.00	15000.00
	Senior/Concession	1000		16.00		16000.00	13333.33
	Junior	100		10.00		1000.00	833.33
	Twilight 2pm	400		14.00		5600.00	4666.67
	Twilight 4pm	800		10.00		8000.00	6666.67
	All Day Adult	25		30.00		750.00	625.00
	All Day Senior	25		25.00		625.00	520.83
	241 or Reciprical	1000		10.00		10000.00	8333.33
Totals	4250				59975.00	49979.17	
Green fees weekends and Bank Hols	Adult	800		25.00		20000.00	16666.67
	Senior/Concession	500		19.00		9500.00	7916.67
	Junior	100		12.00		1200.00	1000.00
	Twilight 2pm	350		17.00		5950.00	4958.33
	Twilight 4pm	700		14.00		9800.00	8166.67
	All Day Adult	35		35.00		1225.00	1020.83
	All Day Senior	30		28.00		840.00	700.00
	Totals	2515				48515.00	40429.17
Golf Course specials	Adult G/O Midweek	250		20.00		5000.00	4166.67
	Senior/Package M/W	1200		16.00		19200.00	16000.00
	All Day Midweek (GO)	50		30.00		1500.00	1250.00
	All Day Package Midweek	50		25.00		1250.00	1041.67
	Adult G/O WE/BH	250		25.00		6250.00	5208.33
	Senior/Package WE/BH	700		19.00		13300.00	11083.33
	All Day Weekend (GO)	25		35.00		875.00	729.17
	All Day Package Weeken	25		28.00		700.00	583.33
Totals	2550				48075.00	40062.50	
Corporate	Gold	2		3000.00		6000.00	5000.00
	Silver	2		2000.00		4000.00	3333.33
	Bronze	2		1000.00		2000.00	1666.67
Totals	6				12000.00	10000.00	
Lockers	Large	54		80.00		4320.00	3600.00
	Small	12		40.00		480.00	400.00
	Day	1000		1.00		1000.00	833.33
	Elec Trolley Storage	8		40.00		320.00	266.67
	Buggy Storage	2		80.00		160.00	133.33
	Buggy Hire (poss)						
Totals					6280.00	5233.33	
Total Course income					395436.00	329530.00	

Course income streams 2016/2017

Income

	Type	Quantity		Price each		Total income	Total Income
		Quantity	Renewals	Price each	renewals	Gross	Nett
Season tickets	7 Day Adult	20	152	700.08	683.00	117817.50	98181.25
	5 Day Adult	10	28	545.30	532.00	20349.00	16957.50
	Senior	20	160	484.83	473.00	85376.50	71147.08
	Intermediate 2	5	10	467.40	456.00	6897.00	5747.50
	Intermediate 1	5	11	332.10	324.00	5224.50	4353.75
	Youth	5	2	189.63	185.00	1318.13	1098.44
	Junior	6	6	64.58	63.00	765.45	637.88
	Winter	7	0	323.90	316.00	2267.30	1889.42
Totals		78	369			240015.38	200012.81
Green fees midweek	Adult	1000		20.00		20000.00	16666.67
	Senior/Concession	1100		16.00		17600.00	14666.67
	Junior	110		10.00		1100.00	916.67
	Twilight 2pm	500		14.00		7000.00	5833.33
	Twilight 4pm	900		10.00		9000.00	7500.00
	All Day Adult	50		30.00		1500.00	1250.00
	All Day Senior	50		25.00		1250.00	1041.67
	241 or Reciprical	1150		10.00		11500.00	9583.33
Totals		4860			68950.00	57458.33	
Green fees weekends and Bank Hols	Adult	900		25.00		22500.00	18750.00
	Senior/Concession	600		19.00		11400.00	9500.00
	Junior	120		12.00		1440.00	1200.00
	Twilight 2pm	400		17.00		6800.00	5666.67
	Twilight 4pm	750		14.00		10500.00	8750.00
	All Day Adult	50		35.00		1750.00	1458.33
	All Day Senior	30		28.00		840.00	700.00
	Totals		2850			55230.00	46025.00
Golf Course specials	Adult G/O Midweek	330		20.00		6600.00	5500.00
	Senior/Package M/W	1300		16.00		20800.00	17333.33
	All Day Midweek (GO)	50		30.00		1500.00	1250.00
	All Day Package Midweek	55		25.00		1375.00	1145.83
	Adult G/O WE/BH	300		25.00		7500.00	6250.00
	Senior/Package WE/BH	800		19.00		15200.00	12666.67
	All Day Weekend (GO)	25		35.00		875.00	729.17
	All Day Package Weeken	50		28.00		1400.00	1166.67
Totals		2910			55250.00	46041.67	
Corporate	Gold	2		3000.00		6000.00	5000.00
	Silver	3		2000.00		6000.00	5000.00
	Bronze	2		1000.00		2000.00	1666.67
Totals		7			14000.00	11666.67	
Lockers	Large	54		82.00		4428.00	3690.00
	Small	12		41.00		492.00	410.00
	Day	1200		1.00		1200.00	1000.00
	Elec Trolley Storage	8		41.00		328.00	273.33
	Buggy Storage	2		82.00		164.00	136.67
	Buggy Hire (poss)						
Totals					6612.00	5510.00	
Total Course income					440057.38	366714.48	

Course income streams 2017/2018

		Income					
	Type	Quantity		Price each	Price each	Total income	Total Income
		Quantity	Renewals	Price each	renewals	Gross	Nett
Season tickets	7 Day Adult	20	155	717.58	700.08	122863.16	102385.97
	5 Day Adult	10	30	558.93	545.30	21948.33	18290.27
	Senior	20	170	496.95	484.83	92359.16	76965.97
	Intermediate 2	5	10	479.09	467.40	7069.43	5891.19
	Intermediate 1	5	11	340.40	332.10	5355.11	4462.59
	Youth	5	2	194.37	189.63	1351.08	1125.90
	Junior	6	6	66.19	64.58	784.59	653.82
	Winter	7	0	332.00	323.90	2323.98	1936.65
Totals		78	384			254054.83	211712.36
Green fees midweek	Adult	1000		22.00		22000.00	18333.33
	Senior/Concession	1100		18.00		19800.00	16500.00
	Junior	110		11.00		1210.00	1008.33
	Twilight 2pm	500		15.00		7500.00	6250.00
	Twilight 4pm	900		11.00		9900.00	8250.00
	All Day Adult	50		32.00		1600.00	1333.33
	All Day Senior	50		27.00		1350.00	1125.00
	241 or Reciprical	1150		11.00		12650.00	10541.67
Totals		4860				76010.00	63341.67
Green fees weekends and Bank Hols	Adult	900		27.00		24300.00	20250.00
	Senior/Concession	600		21.00		12600.00	10500.00
	Junior	120		13.00		1560.00	1300.00
	Twilight 2pm	400		18.00		7200.00	6000.00
	Twilight 4pm	750		15.00		11250.00	9375.00
	All Day Adult	50		37.00		1850.00	1541.67
	All Day Senior	30		30.00		900.00	750.00
	Totals		2850				59660.00
Golf Course specials	Adult G/O Midweek	330		22.00		7260.00	6050.00
	Senior/Package M/W	1300		18.00		23400.00	19500.00
	All Day Midweek (GO)	50		32.00		1600.00	1333.33
	All Day Package Midweek	55		27.00		1485.00	1237.50
	Adult G/O WE/BH	300		27.00		8100.00	6750.00
	Senior/Package WE/BH	800		21.00		16800.00	14000.00
	All Day Weekend (GO)	25		37.00		925.00	770.83
	All Day Package Weeken	50		30.00		1500.00	1250.00
Totals		2910				61070.00	50891.67
Corporate	Gold	2		3000.00		6000.00	5000.00
	Silver	3		2000.00		6000.00	5000.00
	Bronze	3		1000.00		3000.00	2500.00
Totals		8				15000.00	12500.00
Lockers	Large	54		85.00		4590.00	3825.00
	Small	12		42.00		504.00	420.00
	Day	1200		1.00		1200.00	1000.00
	Elec Trolley Storage	8		42.00		336.00	280.00
	Buggy Storage	2		85.00		170.00	141.67
Totals					6800.00	5666.67	
Total Course income						472594.83	393829.03