



## 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 6<sup>th</sup> June 2017** at **7.00pm** which you are summoned to attend.

James Corrigan  
Town Clerk  
26<sup>th</sup> May 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. Golf Professional's Report**

To consider report 13/17 presenting the Golf Professional's Report (pages 2 to 6).

**5. Head Greenkeeper's Report**

To consider report 14/17 presenting the Head Greenkeeper's Report (pages 7 to 10).

**6. General Manager's Report**

To consider report 15/17 providing an update report from the General Manager at The View at Seaford Head (pages 11 to 13).

**7. Financial Performance of The View and Golf for 2016-2017**

To consider report 19/17 presenting a report on the financial performance of The View and Golf for the 2016-2017 financial year (pages 14 to 19).

**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, T Goodman, R Honeyman, L Wallraven, M Wearmouth and C White.



## Seaford Town Council

### Report 13/17

<b>Agenda Item No:</b>	<b>4</b>
<b>Committee:</b>	<b>Golf &amp; The View</b>
<b>Date:</b>	<b>6<sup>th</sup> June 2017</b>
<b>Title:</b>	<b>Golf Professional's Report</b>
<b>By:</b>	<b>Fraser Morley, Golf Professional</b>
<b>Purpose of Report:</b>	<b>To provide update on Golf Course related matters.</b>

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#### Recommendations

##### You are recommended:

- 1. To note the information within the report.**
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#### 1. Course and Conditions

- 1.1 After last years' wettest winter on record, the dry cold spring has been more enjoyable for all concerned. Although these conditions have not been straight forward for the greenkeepers and the dry and cold have caused their own issues this year. Simon and his team have done a fantastic job keeping the course, not only playable, but in great condition. As the warm and wet weather finally comes in we'll see the rewards of all their hard work.
- 1.2 Simon and I have been earmarking a couple of areas for improvement and additions to the course. These are in the main, extensions to the practice facilities, which we sadly lack here. These include, an extended, larger putting green to the other side of the path from the putting green now. Extending the teaching tee so we are able to get small group lessons on there. Group lessons are statistically better at retaining people into the game than individuals according to Golf England. If we could get the tee area able to take at least 4 people at a time, this gives us an area for such coaching. This is key to getting new people into the game. We have additional ideas for this highlighted later in this report.
- 1.3 Our new tee signs had been delivered and ready for installation. Unfortunately, while the suppliers had the size for the graphics and the sleeves, the legs fit into both incorrectly. We are now awaiting 20 new signs for the whole course including new graphics. Once the company get all pieces in place we will have some great tee signs made from recycled materials, that are maintenance free and harder wearing. All this extra cost is met by the supplier, although there is an indirect cost of the greenkeepers time to reinstall them when the time comes.

#### 2. Membership

- 2.1 Membership has been a little disappointing. The figures below show where we are compared to last year on 22<sup>nd</sup> May:

<b>22<sup>nd</sup> May</b>	<b>2017</b>	<b>2016</b>	<b>Difference</b>
7 Day	121	137	-16
5 Day	9	17	-8
Senior	128	129	-1
Intermediate 2	11	2	+9
Intermediate 1	8	2	+6
Youth	2	1	+1
Junior	3	4	-1
Under 12	6	7	-1
<b>Total</b>	<b>288</b>	<b>299</b>	<b>-11</b>

- 2.2 We know of 25 people so far who haven't rejoined this year but we do have 29 new members this year. As you can see there is a positive influx of new, younger members with the newly shifted age groups in the intermediate range. Although 4 members that were 7 day did fall back into the Intermediate 2 category. I think continuing these age memberships will see younger golfers joining the club.
- 2.3 From what is known of the 28 not renewing, sadly 5 have passed away, 1 is unable to play anymore, 8 have joined other courses and 11 are still playing but paying green fees.
- 2.4 There has been a feeling that we have lost a few people over the last couple of years due to the clubhouse/The View being directed more towards outside income and not the golfers/members. The first 2 years saw no direct marketing towards the golfers. This was short sighted when there are tens of thousands of golfers each year outside the door. Without this, the "clubhouse" lacked a club feel and this is a big part of selling a membership. We know, after waiting all that time for a new clubhouse, some members felt let down by the direction it started in. The future looks a lot more positive with Craig Nicol on board and there is certainly a new feeling of improvement and calm in the catering area. Hopefully this will see more use of the facility by the golfers/members in the future.
- 2.5 As well as marketing our memberships towards the younger generations, it is equally important to find new golfers at all levels. The improvement of the practice facilities, as mentioned earlier is key to help this happen. We are going to hold a Ladies and a Junior open day over the summer. This will use the first 4 holes in a quiet afternoon to get people out onto the course. The Golf Club have agreed to help fund this from the Junior fund they have accumulated over the years.
- 2.6 Another way we are looking at getting new golfers is to put out a referral scheme to existing members to encourage their non-golfing friends to take up the game. This could include credit on their membership card for introducing a beginner to a package of lessons, or green fee vouchers to bring guests to the course. This would ease a person's transition into the game knowing they have friends already at the club.
- 2.7 Targeting the Football and Rugby Clubs for the summer months with a personalized membership scheme may also have some value. This would see a partnership formed between the clubs and then bring new golfers into the game after they retire from the team contact sports. Approaching these clubs through the summer months would not effect their memberships in their off seasons and hit the younger demographic the golf club needs.

### **3. Societies**

- 3.1 Societies have been coming in thick and fast over the last couple of months. We already have 141 confirmed bookings already this calendar year, compared to 187 for the whole of the last calendar year. With the amount of enquires and new bookings I envisage this number surpassing last years number with our eye on the 200 mark.
- 3.2 The constant presence within Golf News Magazine seems to be paying dividends with societies. There are a few more marketing areas we can explore; an organisers day, a separate Facebook page for society golf and direct marketing from the society survey.
- 3.3 We are fast becoming one of the best society venues in the South. This is something we can see from the positive feedback for the course and staff members alike.

### **4. Green Fees/Visitors**

- 4.1 General green fees have been extremely good for the first month of the new financial year. We were £3,600 (gross) up on last April. May has eased off slightly with the colder weather but with a Bank Holiday weekend still to come, things are still looking promising. We have had no adverse comments about the increase in fees and we will attract more casual players throughout the season.
- 4.2 We can see from last years' figures that we beat budget on Weekday and Weekend green fees by over £7,000 (net). This is showing the balance and nomadic nature of golfers at this time. This trend has continued into this year and looks to remain for the coming years ahead. This doesn't then have a hugely adverse effect on total income as you have a larger percentage of golfers paying a premium for their round.

### **5. Last Year's Figures**

- 5.1 Attached at Appendix A are the Income and Expenditure figures for financial year to date on 1<sup>st</sup> May 2017.
- 5.2 Expenditure came in just over £8k under budget. This was encouraging considering the proportional rent was under budgeted by £31k. Savings on equipment purchases and salaries have helped this as well as cautious spending throughout the year.
- 5.3 Income was disappointing to budget but still showed a £47k net income over expenditure. Again, with the shift in rent proportion we are still ahead of the game in the golfing section. We showed gains in Green Fees, Societies and Buggy Hire. Although membership was disappointing, the fact that we lost another 28 members to the 43 we lost last year shows the shift in golfing participation is towards casual golf and income is still ahead year on year.
- 5.4 I have put together spread sheet that automatically links the income for the golfing section. I can keep a better forecast on the years take and see where any weaknesses may occur. Fig 1 (attached) is the first month but includes income up to 21<sup>st</sup> May with expenditure to end April. This will give as a fairly accurate forecast for each golf committee meeting moving forwards. The figures included here are very conservative for the first forecasts.

### **6. Marketing/New Golfer Ideas**

- 6.1 Twitter (1,017 followers), Facebook (662) and Instagram (220) is seeing a steady flow of interactions, likes and new followers. Boosted adverts have seen a huge reach and will help grow the followers and target different offers. We have seen a great response to our 2pm £10 for the end of May, seeing £250 from the first week.
- 6.2 After a meeting with Golf England there is plenty of ideas as shown to encourage new golfers into the sport. A short course inclusion for beginners is one way we can encourage people to start the game. This would need measuring and areas for these tees found but could help new golfers enjoy the game more than struggling across hazards and bushes when they first start.

6.3 Group coaching is key. We need to be able to gain areas to help groups learn the game. People who learn in groups are far more likely to continue with the game as they have people to play with that are their standard. I can personally vouch for this in my experience as a junior golfer. I took up the game with several friends. All but one still play the game some 20+ years later. I don't think I would have been so keen if it was all by myself.

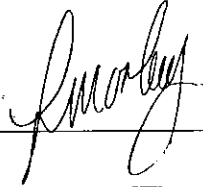
**7. Financial Implications**

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

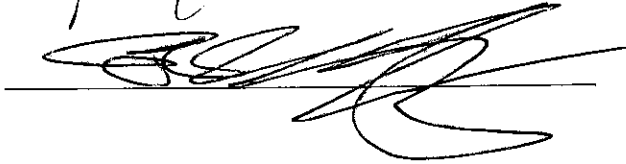
**8. Contact Officer**

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

Golf Professional/Manager



Town Clerk



# Report 13-17 Appendix A

Seaford Town Council 2017/2018  
Detailed Income & Expenditure by Budget Heading  
Committee Report  
Expenditure figs 01/05/17

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Projected Expenditure	Projected To Budget	Ex % of Budget Pro	Funds Available	% of Budget	
<b>Golf Course</b>									
<b>101</b>	<b>Golf Course</b>								
4000	Salaries & Wages	6,644	74,688	68,044	79,728	-5,040	106.7%	68,044	8.90%
4001	Employers Ni	541	5,535	4,994	6,492	-957	117.3%	4,994	9.77%
4002	Employers Superannuation	707	10,046	9,339	8,484	1,562	84.5%	9,339	7.04%
4010	Staff Training	0	1,500	1,500	1,500	0	100.0%	1,500	0.00%
4011	Staff Protective Clothing	0	1,000	1,000	1,000	0	100.0%	1,000	0.00%
4015	Office Refreshments	0	400	400	400	0	100.0%	400	0.00%
4041	Golf Professional Retainer	3,527	42,326	38,799	42,324	2	100.0%	38,799	8.33%
4045	Golf Course Player Costs	0	2,500	2,500	2,500	0	100.0%	2,500	0.00%
4046	Golf Club Membership Fees	11,523	17,902	6,379	13,000	4,902	72.6%	6,379	64.37%
4051	Rates	1937	20400	18,463	19,370	1,030	0.0%	18,463	0.00%
4052	Water & Sewerage	0	4,000	4,000	4,000	0	100.0%	4,000	0.00%
4055	Electricity	-205	3,200	3,405	3,200	0	100.0%	3,405	-6.41%
4056	Gas	0	600	600	600	0	0.0%	600	0.00%
4060	Refuse	62	500	438	500	0	100.0%	438	12.40%
4100	Telecommunications	-12	220	232	220	0	100.0%	232	-5.45%
4105	Postage	0	20	20	100	-80	500.0%	20	0.00%
4106	Stationery	0	450	450	450	0	100.0%	450	0.00%
4110	Advertising & Publicity	285	4,000	3,715	4,000	0	100.0%	3,715	7.13%
4113	Software Support	795	464	-331	464	0	100.0%	-331	171.34%
4114	Licence Fee	0	75	75	75	0	100.0%	75	0.00%
4115	Insurance	3,200	7,000	3,800	7,000	0	100.0%	3,800	45.71%
4154	Land Registry Fees	3	0	-3	3	-3	#DIV/0!	-3	#DIV/0!
4156	Bank Charges	0	1,600	1,600	1,600	0	100.0%	1,600	0.00%
4251	Dog Bin Emptying	89	1,100	1,011	1,100	0	100.0%	1,011	8.09%
4261	Grounds Maint non contract	4,730	27,405	22,675	27,405	0	100.0%	22,675	17.26%
4270	Vehicles & Equipment Maint	8,937	16,269	7,332	16,269	0	100.0%	7,332	54.93%
4271	Vehicle & Equipment Lease	0	0	0	2,000	-2,000	#DIV/0!	0	#DIV/0!
4272	Equipment Purchase	0	0	0	17,000	-17,000	0.0%	0	0.00%
4275	Building Maintenance	0	2,000	2,000	2,000	0	100.0%	2,000	0.00%
4308	Rent - Shop, Locker & Chng Rms	4167	50,000	45,833	50,000	0	100.0%	45,833	8.33%
4309	Buggy Lease	440	5277	4,837	5,277	0	100.0%	4,837	8.34%
<b>Golf Course :- Expenditure</b>		<b>47,370</b>	<b>300,477</b>	<b>253,107</b>	<b>318,061</b>	<b>-17,584</b>	<b>105.9%</b>	<b>160,923</b>	<b>40.70%</b>
<b>Income upto 21/05/16</b>									
	Actual Year To Date	Current Annual Bud	Variance Annual Total	Projected Income	Projected To Budget	Ex % of Budget Pro		% of Budget	
1000	Golf Course Season Ticket	141,485	160,000	-18,515	150,000	-10,000	93.8%	88.43%	
1001	Golf Course Green Fees M-F	9,753	72,600	-62,847	70,000	-2,600	96.4%	13.43%	
1002	Golf Course Green Fees w/eb/h	12,245	56,100	-43,855	53,000	-3,100	94.5%	21.83%	
1003	Golf Course Specials	6,298	50,000	-43,703	50,000	0	100.0%	12.60%	
1004	Golf Course Locker	933	600	333	1,500	900	250.0%	155.56%	
1005	Golf Course Credit Card Charge	28	60	-32	60	0	100.0%	46.67%	
1007	Golf Course Air Traffic	7,500	7,500	0	7,500	0	100.0%	100.00%	
1011	Income Filming	0	0	0	165	165	0.0%	0.00%	
1050	Income Rent	0	0	0	0	0	0.0%	0.00%	
1054	Income Other	634	0	634	634	634	0.0%	0.00%	
1055	Income Seating	0	0	0	1,108	1,108	0.0%	0.00%	
1057	Income Electricity Recharge	0	0	0	0	0	0.0%	0.00%	
1063	Income Gas Recharged	0	0	0	0	0	0.0%	0.00%	
1074	Income Vehicle & Equip Maint	0	0	0	0	0	0.0%	0.00%	
1077	Income Sale of Golf Equipment	0	0	0	0	0	0.0%	0.00%	
1100	Income Advertising	0	2,000	-2,000	2,000	0	100.0%	0.00%	
1311	Buggy Hire	2,850	17,000	-14,150	17,000	0	100.0%	16.76%	
<b>Golf Course :- Income</b>		<b>181,725</b>	<b>365,860</b>	<b>-184,135</b>	<b>352,967</b>	<b>-12,893</b>	<b>96.5%</b>	<b>74.90%</b>	
<b>Net Expenditure over Income</b>		<b>-134,355</b>	<b>-65,383</b>	<b>68,972</b>	<b>-34,906</b>	<b>-4,691</b>			



**Agenda Item No:** 5  
**Committee:** Golf & The View  
**Date:** 6<sup>th</sup> June 2017  
**Title:** Head Greenkeeper's Report  
**By:** Simon Lambert, Head Greenkeeper  
**Purpose of Report:** To inform of Golf Course maintenance.

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### Recommendations

#### You are recommended:

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

After a kind winter, we moved into spring ahead of the same time the previous year. As we began renovations to the putting surfaces and tees we began to see some positive responses to applications of feed and top dressings on the fine turf surfaces. The tees responded well and we could get the play back onto the grass tees before the end of march. The greens were slower to respond but continued to play well as our little and often approach to maintenance enabled us to work on them without causing too much disturbance.

As March ended and April began we saw the temperatures drop with the introduction of north westerly winds bringing cold, dry conditions. This is not ideal for growing fine turf. The mixed sward greens we have are particularly vulnerable to be effected by these conditions as the different grass species grow at different rates. We combat this with light and regular grooming, verti-cutting, top dressings and liquid feeds to encourage growth. We also apply water through irrigation but are careful to not over water as at this time of year, as the water is cold and can prevent the soil warming. We continued with these conditions through to the beginning of May where we saw the warmth and moisture of spring return and this also reflected in the growth of grass.

We have taken the opportunity of rain and warmth returning in May to apply fertiliser to all surfaces. These have taken great affect and moving forward from now we are beginning renovation works again to prepare the putting surfaces for the season ahead.

The other surfaces such as fairways, semi rough and rough began to take shape and with regular mowing producing the definition we hoped for. The areas of uncut rough and scrub that we wanted to clear were cut and cleared with a hired machine that cuts and collects the arisings. This helps us to open and develop the areas, encouraging the native and natural plants to develop and take control of the areas. This has proven successful with the bluebells on the 7<sup>th</sup>, 8<sup>th</sup>, 9<sup>th</sup> 10<sup>th</sup> and 11<sup>th</sup> holes. It also helps us to thin out rough creating areas of grass that defines the holes while not causing play to slow through lost balls and making a hazard that is fair to play from.

All the trees planted during the winter have survived and produced leaves this spring. Although young, it is evident that they will prove to be a powerful addition to the course and surrounding

areas. I will continue to work with Sussex Wildlife Trust and the Tree Wardens where possible to enhance the site through natural and native methods to create a more diverse habitat.

The bluebells have flowered and given us an even better show than last year. In addition, some areas only cleared this winter also produced a show of bluebells and other wild flowers. We will continue to explore areas throughout the site with the focus on producing a plan to cut and clear areas on a two to three year cycle to help enhance these areas and encourage wild flowers and native and diverse wildlife to flourish for future years.

Around the Clubhouse the grassed areas have developed well, they have been fed and treated for weeds. The addition of bulbs worked well during spring and these should flower every year moving forward. A wild flower mix that was designed for our site was named 'The View at Seaford Head'. This was added to the lower section of the main shrub bed outside the side of The View. After a slow start due to the cold and dry weather it has started to perform better and is thickening up well showing the signs of good germination of many native wild flowers. If this is successful then the mix will be used in the area looking up the 18<sup>th</sup> from the patio area of the view to provide a wild flower meadow which is both full of native wild flowers and grasses and visually pleasing enhancing the site. We own the rights to this mix. Moving forward we could purchase the seed in bulk along with small labelled seed packs that could be sold as our own mix in the clubhouse/The View and local area.

### **Irrigation**

The course has been put to the test this year already with the lack of rain through March and April. The welcome rain in May has already given 500% more rain than March and April combined. The greens and tees have the benefit of irrigation and this has been utilised during this period. We have ensured that it operates efficiently to prevent any excessive water loss. This has included the replacement of pop-ups as well as repairing valves and also lifting and levelling sprinklers. Using mains water as our system does is expensive, another option is to use ground water collected from a borehole. This would provide water for irrigation and also possibly for the clubhouse/The View. This option is still being investigated. A site survey has been completed and two sites that could provide a yield of approximately 560 gallons of water an hour have been identified. This is sufficient to provide water to the irrigation system but it has been identified that to fully benefit from this free water source, a larger holding tank maybe required. Owing to our current tank being of a rather poor state it may prove cost effective to replace this for a larger one when drilling and installing a borehole and associated equipment. This will ensure we should be able to use 100% borehole (free) water rather than using a system that required a mains water top up.

### **Staff**

The team as always has been working very well together and continues to improve. Adam continues with his Level 3 training. On site only through the summer months and will start college one day a month again from October. Ben has started working through the Greenkeepers Training Committee 'Black Book'. This is a training manual that can be completed covering all aspects of greenkeeping. It complements his already gained NVQ level 2 and updates and ensures all his skills and knowledge are up to date. This is signed off by myself as he works through the units and achieves the standards we at Seaford Head require. I am continuing with my assessor standardisation training and hope to complete by the end of June/ July. This will ensure I am up to date with the qualifications and training within greenkeeping.

Nathan continues to do well with his Apprenticeship training, he is meeting all targets and is due to complete this summer. As previously mentioned in reports moving forward we need to consider increasing the team back to 4 qualified staff and in an ideal world an Apprentice, five in total. This will help us to unlock the potential the site has in condition and presentation, bringing in more income.



Nathan is due to finish his apprenticeship at the end of August 2017, should Nathan complete his NVQ level 2 training I feel this would be the best time to restructure back to 4 qualified staff.

Having an Apprentice Greenkeeper has an adverse effect on the ability of the greenkeeping team to perform to its maximum in terms of productivity on the golf course. Being a relatively small team we cannot always achieve what we would like to within the working hours our team has. When the Apprentice attends college one day a week we lose 20% of that persons work input on the golf course. To put this into perspective this equates to the greens being cut 3 times, all the fairways being cut or all the rough and Southdown Corner being cut. Plus, the smaller jobs such as raking bunkers, devoting tees, emptying bins and strimming posts sometimes have to be left. All these tasks directly result in the experience not being the best it could for members and visitors alike.

Along with the loss of the Apprentice when at college a sizable percentage of mine and my Deputy's time is lost during the training periods of the Apprentice in all the tasks and jobs we do. In the first 6 months, this is up to 50% for one of us shadowing to ensure correct operations, competence and most importantly safety while working.

Losing work time has become more of an issue over the past few years since the introduction of buggies and the replacement of the clubhouse. Extra work has been created with regards to the maintenance around the new clubhouse, such as the grassed and planted areas which require mowing, weeding and pruning. This will only increase as these areas develop and mature. More repair works and additional renovations is required to keep the buggy roots suitable and safe. Extra paths and works will be required in the future to ensure that the paths are kept suitable for use. As the machines age they are required more time spent maintaining them. This is done in house as much as possible saving money through not using expensive mechanics but it does take time away from the course.

Keeping Nathan would ensure that the skills and training we have given him is put to good use here at Seaford Head and not another local competitor to ensure we can keep improving the standards of the golf course along with improving features such as bunkers and tees and developing new areas where possible to ensure we compete in the local market for golfers that visit other courses regularly. Hopefully in providing them with the best conditions we can they will re-visit and possibly join as members in future years.

I am told that this request for the restructure of the greenkeeping team will form part of the Personnel review currently being tendered for, the outcomes and recommendations of which will be reported to Council in due course.

### **Machinery**

The maintenance and servicing of the machinery to prepare it for the coming year is now complete. A number of machines required specialist repairs and this has been carried out with the trusted mechanics we have used for a number of years. The fairway mower that required extensive refurbishment to make it serviceable and safe to use for the coming year has had this work done. The machine was taken away by the chosen company and returned four days later completed. The overall cost of this was £4,769+ vat. This option was taken after the decision made by the Committee in November 2016 to not replace this year.

Two machines also required specialist overhauls due to specialist machinery and tools being needed. These machines have had this work done. These machines remained onsite and the parts were taken to a local machinery shop for the work to be carried out. These were the Cushman Truckster - this is used for the sprayer and top dresser. The other was the tees mower. Both machines are vital to maintain the golf course and the work was necessary to ensure their safe and efficient operation.

Lease options and costs have been collected to help form a replacement program. I have done this for all equipment. Retail costs and trade in values of our current machinery previously collected have been updated to reflect any current discounts we could expect. With all this information in place I hope we can put together a plan to find the best value options moving forward to replace the machinery, either to purchase, lease or extend the life of existing machinery by performing renovations and repairs. All options will be looked into.

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.

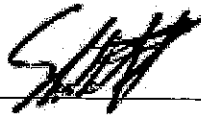
Further to the refurbishment of the 8700 fairway mower that has been completed, in the meeting on 29<sup>th</sup> November 2016 it was proposed to put £5,000 in the repair budget rather than replace the machine. As this was not added I predict an overspend of the repair cost of £4,769 in the budget heading 4270-101- 'machinery and equipment maintenance'. Every effort to make savings will be taken over the coming financial year but owing to the machinery age and conditions I think that a saving of that amount would not be realistic.

The financial implications of the requested staffing restructure will form part of any outcomes and recommendations of the Personnel review report.

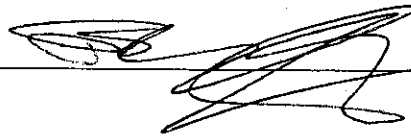
## 3. Contact Officer

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

Head Greenkeeper



Town Clerk





<b>Agenda Item No:</b>	<b>6</b>
<b>Committee:</b>	<b>Golf &amp; The View</b>
<b>Date:</b>	<b>6<sup>th</sup> June 2017</b>
<b>Title:</b>	<b>General Manager's Report</b>
<b>By:</b>	<b>Craig Nicol, General Manager – The View</b>
<b>Purpose of Report:</b>	<b>To update on the business activities and finance of The View.</b>

### Recommendations

You are recommended:

1. To note contents of this report.

### 1. Financial Information

1.1 Revenue figures for the month of April compared to last year are as follows:

	<b>Apr-16</b>	<b>Apr-17</b>	<b>Difference</b>
Food	£11,889.31	£17,652.00	£5,762.69
Drink	£15,478.38	£12,440.38	-£3,038.00
Function food	£4,887.49	£2,849.00	-£2,038.49
Function drink	£853.00	£525.00	-£328.00
Society food	£2,890.00	£1,859.00	-£1,031.00
Sub-Total	£35,998.18	£35,325.38	-£672.80
Misc. other	£5,281.00	£5,593.00	£312.00
<b>Total net Revenue</b>	<b>£41,279.18</b>	<b>£40,918.38</b>	<b>-£360.80</b>

1.2 In April 2016 a wedding deposit was paid for a wedding in May, this added revenue of nearly £5,000 to function food and drink which was not actually served. 2017 had no wedding and we increased food sales by £5,762 showing that locals and golfers are supporting The View.

1.3 The reduction in drink revenue is cause for concern however by seeing a change in client mix from society to lunch diners, this can be explained in part to take like for like food and drink sales. The food sales are encouraging however as are the function food sales.

1.4 Last year's sales figures for April are also slightly inflated because they include revenue for 1<sup>st</sup> May 2016, which totalled £1,813 net.

1.5 With regards to Expenses, there were two that seemed high compared to last year:

	<b>Apr-16</b>	<b>Apr-17</b>	<b>Difference</b>
Payroll	£11,196.00	£15,474.00	£4,278.00
Food costs	32% £6,204.00	40% £9,126.00	£2,922.00

- 1.6 Food costs seem to have jumped considerably and are without a doubt far too high, this is one problem of not having a permanent Head Chef and instead relying on a temporary agency Chef with no long term commitment to the performance of the kitchen. The freezer is full of food and unfortunately there has been some wastage. Kitchen and stock management will improve when the Head Chef starts on 14<sup>th</sup> June.
- 1.7 Last year's food cost % includes £3,800 deposit for the wedding, without it food costs last year were 39%.
- 1.8 We have experienced problems in the kitchen with staffing levels and the last Head Chef leaving, which has meant relying on agency staff which are expensive to use and as stated above, don't have the same commitment as a permanent member of staff.
- 1.9 Payroll costs seem high and need to be controlled better. When taken as a % of sales, payroll costs are improving as revenue grows and better rota management is implemented.

Dec-16	Jan-17	Feb-17	Mar-17	Apr-17
44.70%	52.50%	55.90%	42.90%	37.80%

- 1.10 January, February and March revenue was disappointing while at the same time costs remained high, in particular wage costs were not controlled.
- 1.11 Loyalty cards, winter promotions and function sales are to be concentrated on so that revenue is not so badly affected this winter. Measures are being put in place to control the wage costs.

## 2. Functions

- 2.1 Looking forward, functions remain an area that needs to be concentrated on and we now have competitive rates for functions and weddings. Previous costs of holding a function at The View were much too high and priced the venue out of competitiveness.
- 2.2 Weddings for this year have been missed out on due to the very high prices quoted. The package has now been repriced to promote sales for next year. Functions are an area where we can sell for this year and we have already taken bookings with the new prices for September.
- 2.3 Advance bookings for the rest of the year are healthy and new enquiries are coming in every week.
- 2.4 Performance in December last year was very poor and this was due I believe to not being prepared in advance. This year we will start planning in July with literature ready for posting in September.
- 2.5 Functions booked from 1<sup>st</sup> June to 31<sup>st</sup> December, year on year, as at 1<sup>st</sup> May:

Year	Number of Events	Total net Spend	Average Spend
2017	17	£16,500.00	£970.59
2016	45	£21,079.00	£468.42

- 2.6 I fully expect to surpass last year's figure, new enquires are coming in all the time and December will be marketed much better this year.

## 3. Summary

In summary, The View needs to attract more big value items such as birthday parties etc. Staff costs need to be managed better; these could be slashed instantly but that would be to the detriment of service quality and in my opinion that would be a mistake, especially when the accounts show an increase in food sales. There is a minimum number of staff required to man the opening hours

of The View and as I get to know the business better and put in place the training manual I am writing, efficiency will improve and wage cost %'s will come down.

With the new Head Chef starting in June, it is planned that by the start of July the evening dining menu will be in place and we will be open until 10.00pm throughout the summer.

We will also be introducing BBQ Fridays and possible BBQ's during summer match weekends, if the golfers seem keen.

One final note is to wish good luck to Assistant Manager, Alan Woolgar, who leaves The View on Friday 16<sup>th</sup> June. Alan has been with The View for just over a year and has supported the business well throughout this time. We wish him and his family all the best with their relocation.

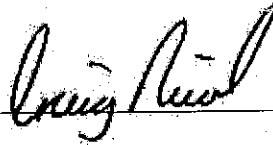
#### **4. Financial Appraisal**

There are no direct financial implications of this report.

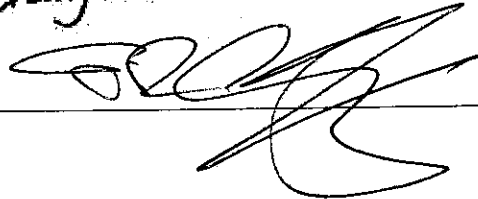
#### **5. Contact Officer**

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

General Manager



Town Clerk





**Agenda Item No:** 7  
**Committee:** Golf & The View  
**Date:** 6<sup>th</sup> June 2017  
**Title:** Financial Performance of The View and Golf for 2016-2017  
**By:** James Corrigan, Town Clerk  
**Purpose of Report:** To review the financial performance of The View and Golf Costs Centres for the 2016-2017 financial year, and advise of future plans to address shortfall of income.

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### Recommendations

#### You are recommended:

1. To note contents of this report.
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#### 1. Financial Performance 2016-2017

- 1.1 Attached as Appendix A is income and expenditure account for the Golf and The View cost centres.
- 1.2 The Council has an aspiration to achieve a profit from both of these cost centres in the medium term and from them combined in the short term.
- 1.3 It is worth noting that the net position of the Golf venue prior to the 2016/17 financial year is profit of £298,447, since Seaford Town Council took over its management in 2006. However, this figure does not take into account core costs over the years to manage the facility such as payment of invoices, HR management, facility management and strategy management, as well as the more recent project management to construct the new facilities. The true net position would therefore be significantly less than the above figure.
- 1.4 The net position for the 2016/17 financial year is a net cost of £213,381. However, this includes a one-off payment of £125,882 for the completion of the construction of the road at Southdown Road. The true revenue position therefore is a net cost of £87,499.
- 1.5 The Golf Course performed reasonably well, generating a profit of £47,940; almost performing to budget which was a profit of £64,793. This is largely due to the increased transfer to covering the running costs of the Golf part of The View of £50,000, rather than the budget of £19,000 (code 4308) which is more reflective of the actual costs to run the building. There has been a freeze on the purchase of new equipment with machinery being refurbished instead which has also resulted in some savings. This has been continued into 2017/18 but will need to recommence in 2018/19 at an expected additional cost of £30,000 per annum.
- 1.6 The View is of course a new business so takes time to establish. However last year's overall performance was disappointing. The main disappointments coming from the Christmas period and the months thereafter which were not as good as the previous year.

- 1.7 The actual cost of The View was £135,439, this includes the loan repayment of £103,878.
- 1.8 The main issues were the overall staff costs and the shortfall in drinks sales and room hires. The food sales were good.

## **2. Budget 2017/18**

- 2.1 The budgeted performances for the two cost centres this financial year are a cost of £62,480 for The View and surplus of £64,793 for the Golf Course; a net surplus of £2,313. This represents an improved performance of £89,812.
- 2.2 The improvements are planned to be achieved primarily through improved marketing for both The View and the Golf.
- 2.3 So far as The View is concerned savings will also be made with better management of staff resources and reviewing all other expenditure for potential savings.
- 2.4 The performance so far this financial year is encouraging except for golf membership, which has another small reduction currently.

## **3. Additional actions being taken**

- 3.1 Targets are being set by managers to achieve in key areas where profits can be maximised.
- 3.2 Expert support for maximising Google hits for initially The View and thereafter the Golf Course is being analysed.
- 3.3 A local volunteer expert in market research is undertaking some work on The View.
- 3.4 Research is ongoing to locate a financially viable system to purchase new machinery for the Golf Course.
- 3.5 A borehole system to reduce water supply costs is being evaluated.
- 3.6 A potential capital sale of some land to bring capital income into the venue is being pursued with planners.
- 3.7 A business plan will be developed for Log Cabins and Pods.
- 3.8 A temporary spike bar is being researched.
- 3.9 A solar panel farm is being pursued to reduced overheads.
- 3.10 A team of volunteers are researching possible changes to the operations of the venue.
- 3.11 A volunteer has come forward to offer assistance potentially with the interior design of the venue and the development of the venue business.

## **4. Summary**

The overall financial performance of The View was not as good as hoped for but it is becoming a more establish venue all the time with a budget now in excess of half a million per annum from a zero start.

The View is not a good design for the type of functions it is supposed to cater for but is a very attractive building with great views so does have an attraction for all visitors.

Monthly meetings have been re-established with the management team at the venue to ensure that all performances are monitored closely and that ideas to generate additional income are exploited.

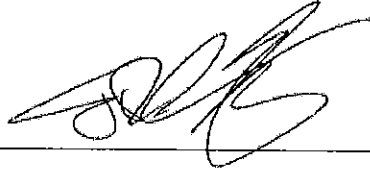
**5. Financial Appraisal**

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

**6. Contact Officer**

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

Town Clerk



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Month No : 12

Committee Report

		Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available
<b>Golf Course</b>							
101	<u>Golf Course</u>						
4000	Salaries & Wages	6,422	74,324	77,116	2,792		2,792
4001	Employers NI	513	5,689	4,378	-1,311		-1,311
4002	Employers Superannuation	821	9,796	13,951	4,155		4,155
4010	Staff Training	385	1,147	1,500	354		354
4011	Staff Protective Clothing	94	949	1,000	51		51
4015	Office Refreshments	0	306	0	-306		-306
4041	Golf Professional Retainer	3,492	41,908	41,908	0		0
4045	Golf Course Player Costs	340	489	2,500	2,011		2,011
4046	Golf Club Membership Fees	0	7,089	24,585	17,496		17,496
4051	Rates	0	19,676	19,995	319		319
4052	Water & Sewerage	66	4,469	2,500	-1,969		-1,969
4055	Electricity	393	2,007	3,100	1,093		1,093
4060	Refuse	0	339	400	61		61
4100	Telecommunications	28	208	300	92		92
4105	Postage	138	149	300	151		151
4106	Stationery	4	340	300	-40		-40
4110	Advertising & Publicity	1,036	4,295	3,000	-1,295		-1,295
4113	Software Support	-100	685	380	-305		-305
4114	Licence Fee	0	75	80	5		5
4115	Insurance	0	6,686	5,200	-1,486		-1,486
4116	Web Site	60	60	0	-60		-60
4154	Land Registry Fees	0	3	0	-3		-3
4156	Bank Charges	436	1,942	1,800	-142		-142
4251	Dog Bin Emptying	85	1,017	1,750	733		733
4261	Grounds Maint non contract	3,040	25,744	26,100	356		356
4270	Vehicles & Equipment Maint	1,792	13,787	14,790	1,003		1,003
4271	Vehicle & Equipment Lease	1,030	1,828	20,996	19,168		19,168
4272	Equipment Purchase	680	17,446	12,000	-5,446		-5,446
4275	Building Maintenance	0	300	2,000	1,700		1,700
4308	Rent - Shop, Locker & Chng Rms	4,164	50,000	19,000	-31,000		-31,000
4309	Buggy Lease	440	5,276	5,277	1		1
	<b>Golf Course :- Expenditure</b>	<b>25,359</b>	<b>298,027</b>	<b>306,206</b>	<b>8,179</b>	<b>0</b>	<b>8,179</b>
1000	Golf Course Season Ticket	-4,331	148,327	172,000	-23,673		0
1001	Golf Course Green Fees M-F	3,561	67,451	65,000	2,451		0
1002	Golf Course Green Fees w/eb/h	3,026	52,871	48,000	4,871		0
1003	Golf Course Specials	2,833	47,917	46,042	1,875		0
1004	Golf Course Locker	-32	450	3,000	-2,550		0

Month No : 12

Committee Report

		Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available
1005	Golf Course Credit Card Charge	78	133	190	-57		0
1007	Golf Course Air Traffic	0	8,378	7,500	878		0
1011	Income Filming	0	600	0	600		0
1012	Corporate Membership	0	0	11,667	-11,667		0
1050	Income Rent	0	935	1,100	-165		0
1053	Income Grants	0	1,500	0	1,500		0
1054	Income Other	-104	717	0	717		0
1100	Income Advertising	0	0	1,500	-1,500		0
1311	Buggy Hire	358	16,687	15,000	1,687		0
	<b>Golf Course :- Income</b>	<b>5,390</b>	<b>345,967</b>	<b>370,999</b>	<b>-25,032</b>		
	<b>Net Expenditure over Income</b>	<b>19,969</b>	<b>-47,940</b>	<b>-64,793</b>	<b>-16,853</b>		
<u>102</u>	<u>New Club House Construction</u>						
4277	New Golf Club House	0	125,882	0	-125,882		-125,882
	<b>New Club House Construction :- Expenditure</b>	<b>0</b>	<b>125,882</b>	<b>0</b>	<b>-125,882</b>	<b>0</b>	<b>-125,882</b>
	<b>Net Expenditure over Income</b>	<b>0</b>	<b>125,882</b>	<b>0</b>	<b>-125,882</b>		
<u>103</u>	<u>Golf Club House</u>						
4000	Salaries & Wages	16,545	173,261	170,000	-3,261		-3,261
4001	Employers NI	1,057	8,818	4,500	-4,318		-4,318
4002	Employers Superannuation	1,458	13,558	12,000	-1,558		-1,558
4003	Sub-contracted Staff	3,701	33,363	0	-33,363		-33,363
4009	Recruitment Costs	3,200	3,329	1,000	-2,329		-2,329
4010	Staff Training	0	460	2,000	1,540		1,540
4012	Staff Expenses	58	184	0	-184		-184
4016	Staff Uniform	54	588	500	-88		-88
4017	Timesheet & Rota Software	0	0	170	170		170
4051	Rates	0	6,913	5,700	-1,213		-1,213
4052	Water & Sewerage	1,039	2,819	3,600	781		781
4055	Electricity	1,790	13,047	14,000	953		953
4056	Gas	1,135	6,637	11,000	4,363		4,363
4060	Refuse	183	1,989	5,000	3,011		3,011
4100	Telecommunications	126	1,173	2,200	1,027		1,027
4105	Postage	0	0	300	300		300
4106	Stationery	136	884	700	-184		-184
4110	Advertising & Publicity	609	5,991	2,500	-3,491		-3,491
4113	Software Support	-547	1,186	450	-736		-736
4114	Licence Fee	869	1,375	1,000	-375		-375
4115	Insurance	0	1,995	6,500	4,505		4,505

Month No : 12

## Committee Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available
4116 Web Site	10	876	0	-876		-876
4156 Bank Charges	278	2,127	1,900	-227		-227
4196 Club House Events Expenditure	369	2,588	4,500	1,912		1,912
4201 Cleaning & Hygiene	324	27,485	12,000	-15,485		-15,485
4202 Linen Cleaning	255	2,082	3,000	918		918
4250 Public Seating	0	322	0	-322		-322
4270 Vehicles & Equipment Maint	468	997	0	-997		-997
4272 Equipment Purchase	865	8,582	5,000	-3,582		-3,582
4275 Building Maintenance	426	8,510	1,000	-7,510		-7,510
4276 CCTV	-625	1,128	2,000	872		872
4279 Fire & Security	-636	1,353	0	-1,353		-1,353
4301 Public Works Loan Payment	35,386	103,878	110,000	6,122		6,122
4303 Food Expenditure	9,585	85,080	68,000	-17,080		-17,080
4304 Bar Expenditure	3,333	48,283	80,000	31,717		31,717
4305 Fire Extinguishers	0	0	620	620		620
4306 Catering Utensils & Equip	67	2,072	500	-1,572		-1,572
4307 Bar Utensils & Equip	121	1,617	500	-1,117		-1,117
4311 Pest Control	0	514	400	-114		-114
4313 Stock Take	175	1,925	3,240	1,315		1,315
<b>Golf Club House :- Expenditure</b>	<b>81,814</b>	<b>576,987</b>	<b>535,780</b>	<b>-41,207</b>	<b>0</b>	<b>-41,207</b>
1050 Income Rent	0	1,000	1,300	-300		0
1055 Income Memorial Bench	0	500	0	500		0
1077 Income Sale Equipment	0	708	0	708		0
1100 Income Advertising	0	0	3,000	-3,000		0
1305 Income Hire Pro-Shop & Chg Rms	4,164	50,000	19,000	31,000		0
1306 Income Golf Club Room Hires	1,439	10,797	45,000	-34,203		0
1307 Income Bar Sales	10,435	148,450	200,000	-51,550		0
1308 Income Food Sales	15,869	150,275	170,000	-19,725		0
1310 Income - Society Food	1,544	27,572	35,000	-7,428		0
1312 Function Food Sales	4,854	45,295	0	45,295		0
1313 Function Bar Sales	113	3,612	0	3,612		0
1314 Income - Society Drink	0	2,975	0	2,975		0
1315 Income Linen Charge	108	363	0	363		0
<b>Golf Club House :- Income</b>	<b>38,525</b>	<b>441,548</b>	<b>473,300</b>	<b>-31,752</b>		
<b>Net Expenditure over Income</b>	<b>43,289</b>	<b>135,439</b>	<b>62,480</b>	<b>-72,959</b>		
<b>Golf Course :- Expenditure</b>	<b>107,173</b>	<b>1,000,897</b>	<b>841,986</b>	<b>-158,911</b>	<b>0</b>	<b>-158,911</b>
<b>Income</b>	<b>43,915</b>	<b>787,516</b>	<b>844,299</b>	<b>-56,783</b>		
<b>Net Expenditure over Income</b>	<b>63,258</b>	<b>213,381</b>	<b>-2,313</b>	<b>-215,694</b>		