

Carlisle Golf Club Revenue and Expenditure Budget Summary, Season 2024/25

Introduction

Following a number of meetings, with input from the Board, staff and volunteers, a final Capital Expenditure and Revenue & Expenditure budget was presented to and formally approved to go forward to the membership by the Board on the 27th August 2024.

The purpose of this paper is to share the main elements of the budget with you so that you can see where the revenue of the club is generated and where that money is budgeted to be spent.

In that way, you can make an informed decision in the upcoming member ballot to approve the budget for the forthcoming year. If you have any questions, then please direct them to manager@carlislegolfclub.org

The current year has seen the Club execute the significant investment program approved by the members 12 months ago. Next year's budget continues to invest in the club and the course but not to the same level. This reflects a prudent approach to the finances of the Club at a time of ongoing economic uncertainty.

Assumptions

As ever when compiling a budget, you have to make a number of planning assumptions, specifically around future price movements, trading activity etc. The key assumptions can be summarised as follows;

Area	Assumptions
Wage and general price inflation	In general, between 2.7 – 5% with known price changes reflected e.g. insurance and energy
Bar & Catering sales activity	@ 2023/24 levels adjusted for inflation
Bar & Catering margins	As per 2023/24 performance
Visitors/Guests/Opens	4,000 rounds of golf averaging £40/round. There is no increase in non-member access to the golf course in line with prior years.
Sponsorships	£32K gross income, no change from 2023/24.
Shop / Retail offer	Shop sales 25% higher than 2023/23
Staffing	Reflects current staffing structure with the use of part-time greenkeeping staff again over the Summer months

Revenue & Expenditure Account

The summarized Revenue & Expenditure account below shows a small budget surplus for next year reversing what is forecasted to be a £10k deficit this financial year. The budget for 23/24 is shown for comparative purposes.

	Bdgt 24/25	FCast 23/24	Bdgt 23/24
	£k	£k	£k
REVENUE	1,254	1,188	1,127
Subscriptions/Joining Fees	627	604	608
Other Income	60	59	50
Bar & Catering	273	260	250
Visitors/Guests/Opens green fees (net of prizes)	147	142	115
Sponsorship	31	31	30
Shop Sales	116	92	74
EXPENDITURE	1,246	1,198	1,109
Bar & Catering purchases	133	127	96
Bar & Catering wages	158	155	125
Bar & Catering overheads	21	20	27
Shop purchases	74	59	48
Shop wages	63	61	55
Clubhouse wages	65	63	62
Clubhouse overheads	278	264	276
Course wages	232	218	211
Course inputs/expenditures	188	197	183
Disallowed VAT	34	34	26
SURPLUS / DEFICIT	8	(10)	18

Revenue

- Subscriptions reflects the recent change announced last month.
- Other income includes buggies, range balls, bank interest
- Visitor green fees reflects the continued success of attracting golfers to our course who next year will be paying a headline green fee of £75
- Shop sales as mentioned reflect a 25% increase

Expenditure

- Bar & Catering wages reflect the impact of the movements in UK minimum wages. A lower level of turnover in the team next year can only help keep costs in line with expectations.
- Clubhouse overheads include specific repairs required next year and include

Decorating the Clubhouse	£6,500
Carpet Cleaning	£860
Replace damaged ceiling tiles	£1,600
Flat windows repairs	£1,536
Heating System Repairs	£6,000
- Course inputs include the completion of a resin-based path to the 1st tee; works to the 5th bunker and replacing the fence alongside the 16th fairway.

Capital Investment

The capital investment budget is summarised below.

		£k
Course	Another Gator	13
Course	Leafblower	14
Clubhouse	Tables	3
Clubhouse	Vertical Blinds	4
Clubhouse	Sliding Doors	3
Clubhouse	Further CCTV Equip.	4
		40

The required lower level of investment on green-keeping equipment reflects the acquisitions made by the Club over the last 4 years.

As mentioned earlier, following the high level of investment activity in the Club over the last year, this next year will be a relatively quiet year in terms of capital expenditure.

Cash Summary

	£k
Operating Surplus	8
add back Depreciation	90
Cash generated from Operations	98
Capital Expenditure	(40)
Repayment of existing leases	(31)
Net Cash surplus	27

Overall, the budget sets out a plan that generates £98K in cash, which is then utilized in making the capital investments (£40k) and repaying lease finance (£31k) leaving a net cash surplus of £27k.