SportBusiness partners

Golf Australia

Golf Industry Report 2009

Prepared by: Martin Hirons – Sport Business Partners

Golf Australia contact: Alex McGillivray

October 2009

GolfAustralia

TABLE OF CONTENTS

Introduction

Golf Australia (GA) is the governing body for golf in Australia and carries a range of responsibilities for the sport including the administration of Rules of Golf and Amateur Status in Australia. Golf Australia is also responsible for Australia's major championships including the Men's and Women's Australian Opens, the Australian Amateur Championships, the Australian Interstate Teams Matches, the Australian Junior Championships and Senior Amateur Championships,

Golf Australia also conducts elite and grass roots development programs and works in conjunction with the Australian Institute of Sport's Golf Program which includes a National Squad of approximately 15 players.

In addition the organisation controls the national course rating and handicapping systems including the implementation of the USGA Handicapping and Course Rating systems which will occur systematically between now and 2012.

Golf is one of Australia's fastest-growing participation sports (according to the 2008 ERASS Report produced by the Australian Sports Commission) and one of the largest in the Australian sporting industry with playing numbers estimated at 1.18 million and employing upwards of 21,000 people on a full-time, part-time or casual basis. Club revenue is estimated to be over $1.5 billion in the financial year (2007/08) and over $27 million was raised for charity through a range of golf clubs and related sources.

Our international amateurs and Australian professionals continue to achieve consistent success overseas.

Golf Australia is committed to ensuring that the game continues to evolve and improve and this report is an important piece in assisting our member clubs and the broader golf industry in developing an effective road-map for the future.

Golf Australia continues to invest in research and key information sources so that the industry can make sound strategic decisions based on evidence-based data and information. This 2009 Golf Industry Report is a valuable resource that should be used by clubs and related bodies to help guide decisions. Additional data is available through Golf Australia.

Yours in Golf

Stephen Pitt – CEO

Golf Australia

Acknowledgements

Golf Australia wishes to thank the following organisations for their assistance in the preparation of the report…

- Club, course and facility operators
- Australian Sports Commission
- Sport Business Partners
- Street Ryan & Associates
- Golf Management Australia and various Club Managers
- New South Wales Golf Association
- Women's Golf New South Wales
- Golf NT
- Golf Queensland
- Golf South Australia
- Golf Tasmania
- Victorian Golf Association
- Women's Golf Victoria
- Western Australian Golf Association
- Women's Golf Western Australia
- PGA of Australia
- AGIC Research Sub Committee

In addition, the authors wish to thank **Gary Lisbon from Golf Select/Gary Lisbon Golf Photography** for the use of the wonderful photographs that are included throughout this report – and we also thank the clubs and courses for allowing us to use the images. All images (other the images from clubs directly) are copyright of **Gary Lisbon Golf Photography.**

Objectives

At a broader and strategic level, the key objectives for this project include to ...

Provide the Australian Golf Industry with key benchmark data and information that can be used for improving management and operational practices .

Determine some of the key measures and impacts of Australia's golf clubs and courses on the economy.

Understand some of the challenges that the industry faces so that Golf Australia becomes more proactive in developing solutions to emerging issues at both a national and local level

The following specific topics of enquiry were asked of clubs, facilities and managers...

Collection of background data on clubs including related fees, membership numbers, rounds and capacity

Key operational data and variables – covering green fees, carts, competitions

Demographic profiles of members including age and gender mix, vacancy rates

Financial overview of clubs including revenue and expenditure, employment, volunteers and salaries.

Other issues covered include – governance and committees, charity aspects, pro-shop operations, food and beverage, juniors and development, challenges, membership, golf participation and social golf

The Methodology – TheStructure of Quantitative Research

A total of 517 clubs responded to the survey…

517 Clubs Nationally

VIC – 166
NSW/ACT – 114
WA – 82
QLD – 69
SA/NT – 64
TAS – 22

Metro based – 171
Country or regional based – 346

Private/Semi Private – 365
Public – 83
Resort – 9
Social Club – 55
Not Stated – 5

Note: 1655 surveys were sent out to all GA member clubs in October 2008. Responses were received from 517 clubs across the country until March 31 2009. This represents an effective response rate of approximately of 32%. The data was analysed by Street Ryan and Associates in conjunction with Golf Australia and Sport Business Partners. Where relevant, comparisons have been made to data contained in the previous surveys conducted in 2002 and 2004. Key analysis tables are presented across key sub-groups and categories.

AN EXECUTIVE SUMMARY

Executive Summary (I)

Player and Membership Numbers

Current **ERASS data** provided by the Australian Sports Commission shows that while player numbers have been under pressure over the past decade, there appears to be the start of an upward trend with growth rates of over 22% in the past 12 months in terms of raw player numbers (current national player numbers are approximately 1.18 million players).

In terms of 2000-2008 membership numbers – there was a steady decline in total membership numbers by over 10% since 2000…

- Total membership numbers were 437,179 in 2008 with the most notable declines in South Australia, New South Wales, Northern Territory (men) and Victoria. Western Australia was the only region to 'go against' the declining trend with a 1.2% decline – with males in this state at almost identical levels to that of 2000. National female memberships also declined over this period by 8.2% to just over 92,000.

Key Industry Data

- In terms of the **total revenue** across the club sector, one fifth of clubs have revenues of less than $50,000, with a quarter (26%) having revenues of more than $2 million. Total club and facility turnover in Australia is estimated at over $1.53 billion.

- In terms of **charity donation estimates** for the whole industry, some $27 million was raised in 2008 through golf clubs and facilities

- Smaller clubs (up to 300 members) are most likely to have no paid staff (27%). That said, industry estimates suggest that there are over **21,000 direct employees** in the golf club and facility industry, making it one of the largest leisure /sport employers in the country.

Executive Summary (II)

Fees and Other Operational Data

The range of **annual fees** that golfers pay in Australia highlights the variable types golf courses and the service expectations of golfers. Annual fees vary enormously across the states. There has been a noticeable increase in the number of clubs charging more than $2000 per annum and a drop in clubs charging less than $100. **The median price** point provided by clubs is around $1200 per annum.

Some seven in ten (71%) of clubs are now providing **annual fee payment options** for members. Across the annual fee categories, the payment options increase significantly once the annual fee increases to more than $500. For those clubs at the high end of the scale – with fees in excess of $2000 per annum, 92% of these clubs have payment options.

In terms of **rounds capacity**, clubs are showing that there is considerable supply available – that said, as clubs increase in size, the capacity decreases. Round capacity varies from 60% to 83% depending upon club size.

Club membership capacity averages 62% - clubs with annual fees over $1500 per annum are operating at over 87% of membership capacity. The clubs with annual fees under $500 are approximately 60% full. This data reinforces that clubs need to continue to work on their membership retention and attraction strategies.

In terms of **18 hole green fees** at clubs, the average is close to $26, with variations across club size from a low of just under $12 (for clubs with under 300 members), to a high of $39 for the largest clubs with over 1200 members.

Executive Summary (III)

Other Club Operational Variables

Course Availability - across all clubs nine in ten (88%) are open all year. Of the smaller clubs, one in five (20%) are closed through the year, while for the larger clubs (more than 700 members) only 2% or 3% are closed at some point during the year. Most common course closure reasons include too wet, major events, maintenance and climatic conditions (heat or wet seasons).

Round Times – current 18 hole round time estimates are at four and a quarter hours – the perception is that round times have remained steady - although 14% of all clubs believe round times have increased. **Tee Booking Practices** – at the smaller clubs (less than 300 members) booking in person is still popular – while at larger clubs with more than 701 members, there has been a shift to on-line bookings. **Competition Fees** – the average 18 hole competition fees at clubs vary between $5.80 at smaller clubs through to over $7.00 at larger clubs – nine hole fees are fairly consistent at around $4.00.

Reciprocal Rights – about half of all clubs (49%) claim they have access to transferable membership. Amongst those clubs with reciprocal playing rights, the average number of metro clubs that members have access to is just over four clubs. Whilst comparable data is not available, there appears to be a significant upward trend in intra-state reciprocals (estimates provided by clubs from 2008 show that there is on average 12 intra-state reciprocals where reciprocals exist).

Executive Summary (IV)

Non Member Play – some form of non-member play is allowed at approximately 98% of all clubs. However some restrictions may apply (e.g. manager introduced or reciprocal only). Of those responding to the survey 89% indicated non member visitors are allowed to play at certain times. Three quarters (72%) of clubs have **open days** as part of their income streams – with over 23% of the larger clubs (more than 701 members) holding weekly open days – there are variances across the states and territories with Queensland and NSW having high levels of weekly open days

Club Services

Other Services - across all clubs, about half are offering website, credit card and EFTPOS facilities to members. Direct debit is only available in 34% of clubs and on-line tee bookings still have a way to go to reach saturation levels.

Across all clubs, 63% have at least one cart at their disposal. Four in ten of the smaller clubs (39%) have access or use of golf carts, with penetration climbing to a high of 94% in the largest clubs. The median price points are relatively similar (varies from a low of $27.10 at the smallest clubs to a high of just over $32 at the larger clubs).

Club and Industry Challenges

Across operational and business issues, the major concerns for clubs included (at the time) fuel and petrol prices, rising maintenance costs , insurance and public liability issues. Water issues remain very topical but the attraction of women and juniors as well as an ageing membership base are of most concern for clubs and their administration. In the future there will need to be a growing focus on development of the game to ensure that participation rates climb.

THE KEY FINDINGS



Section One – Background and Profile Data

Section One: Club/Facility Profile – Overview and Summary

This section of the report contains background data on those facilities and clubs that participated in this study. It outlines the survey sample detailed by…

- State or region
- course type
- annual fee level
- number of holes
- club size and ;
- revenues.

Also contained here are recent national membership trends as well as some high level Golf Link data that outlines some background on Australia's golfers.

Club/Facility Profile

Profile One	Metro	Regional	TOTAL	
State/Area	#	#	#	%
VIC	63	103	166	32%
NSW/ACT	29	85	114	22%
WA	31	51	82	16%
QLD	13	56	69	13%
SA/NT	26	38	64	13%
TAS	9	13	22	4%
TOTAL	**171**	**346**	**517**	**100%**
Club/Course Type				
Private/Semi Private			365	71%
Public			83	16%
Resort			9	2%
Social			55	11%
Not Stated			5	1%
TOTAL			**517**	**100%**

Profile One	#	%
Type of Greens		
Grass	380	73%
Sand	111	21%
Other	9	2%
Not Stated	18	4%
TOTAL	**517**	**100%**

Note: Some rounding occurs in the data and is used to improve readability of the document and does not reflect the level of accuracy of the data. There are some non-responses for some questions which lowers the totals used in the final analysis.

Club/Facility Profile

Profile Two	#	%
Number of holes		
9 Holes	122	24%
18 Holes	338	65%
27 Holes	15	3%
36 Holes	13	3%
Other	23	4%
Not Stated	6	1%
TOTAL	**517**	**100%**
Annual Fees		
Under $100	45	18%
$100-$249	51	21%
$250-$499	27	11%
$500-$999	38	15%
$1000-$1499	24	10%
$1500-$1999	11	4%
$2000	52	21%
TOTAL	**248**	**100%**

Profile Two	#	%
Club Size (Playing Members)		
Under 300	312	60%
301-700	76	15%
701-1200	82	16%
1200 Plus	29	6%
Not Stated	188	4%
TOTAL	**517**	**100%**
Total Revenue		
Under $50k	72	22%
$50k-$100k	30	9%
$100k-$250k	39	12%
$250k-$500k	35	11%
$500k-$2M	64	20%
$2M-$5M	65	20%
$5M Plus	19	6%
TOTAL	**324**	**100%**

Club/Course Facilities

Members	Members Only Driving Range	Public Driving Range	Practice Putting Green	Chip/Pitch Green	Practice Bunkers	Tennis Courts	Bowls Greens	Croquet Lawns
Up to 300	10%	23%	52%	21%	11%	8%	7%	0%
301 to 700	35%	35%	90%	56%	50%	9%	4%	2%
701 to 1200	58%	17%	95%	86%	79%	7%	10%	0%
More than 1200	68%	15%	98%	86%	82%	15%	10%	2%
Total	**30%**	**23%**	**71%**	**46%**	**38%**	**9%**	**8%**	**1%**

- Across all clubs and associated facilities, 71% have a practice putting green, 46% have a chipping green - whilst four in ten (38%) have practice bunkers. Driving ranges are prevalent in about half of all clubs (53%).
- About 30% of clubs have members 'only' driving ranges and a quarter (23%) have access to a driving range open to the public. Practice putting greens are almost universal at clubs with more than 700 members. Chipping and practice bunker facilities are very common in the larger clubs (more than 700 members). Tennis courts and bowls greens are not the exclusive domain of the larger clubs.

THE KEY FINDINGS



Section Two – National Membership Summary

National Club Membership Summary

National club membership figures **appear in a series of tables over the next few pages**. Highlights noted in the previous Golf Australia Reports include the following…

- 1970s – 1244 course based golf clubs and approximately 312,000 members across the country . Total membership numbers grew by 16% over this period . The 1980s - significant growth was evident in memberships across Australia with a 26% increase through the decade – with total memberships in the vicinity of 455,600. Through the 1990s – growth in course numbers slowed significantly although social club golfers were on the rise with numbers growing to 10,000. Total club numbers peaked at 1,741 and memberships hit a high of 500,000 in 1998.
- 2000-2008 – Steady decline in total membership numbers by over 10% since 2000.
  - Total membership numbers were 437,179 in 2008 with the most notable declines in South Australia, New South Wales, Northern Territory (men) and Victoria.
  - Western Australia was the only region to 'go against' the declining trend with only a 1.2% decline – with males in this state at almost identical levels to that of 2000.
  - National female memberships also declined over this period by 8.2% to just over 92,000.

National Club Membership Summary

STATE	SPLIT	2000	2005	2006	2007	2008	% Change 2000-2008
NSW	Males	163,336	144,418	143,436	140,970	137,460	**(15.8%)**
	Females	36,991	37,239	36,850	36,135	35,064	**(5.2%)**
	Total	200,327	181,657	180,286	177.105	172,524	**(13.9%)**
VIC	Males	99,180	92,765	92,410	91,739	90,607	**(8.6%)**
	Females	28,984	28,084	27,470	26,705	25,785	**(11.0%)**
	Total	128,164	120,849	119,880	118,499	116,392	**(9.1%)**
QLD	Males	63,452	60,883	58,506	60,779	59,593	**(6.1%)**
	Females	15,354	15,369	14,251	15,528	15,045	**(2.0%)**
	Total	78,806	76,252	72,757	76,307	74,638	**(5.3%)**
SA	Males	29,713	23,540	22,848	21,862	22,155	**(25.4%)**
	Females	8,070	6,098	6,104	5,851	5,837	**(27.7%)**
	Total	37,783	29,638	28,952	27,713	27,992	**(25.9%)**
WA	Males	22,944	21,506	22,592	22,811	22,964	**0.1%**
	Females	7,648	7,254	7,428	7,403	7,246	**(5.2%)**
	Total	30,592	28,760	30,020	30,214	30,210	**(1.2%)**
TAS	Males	10,762	10,645	10,779	10,665	10,396	**(3.4%)**
	Females	3,251	2,804	2,682	2,634	2,569	**(21.0%)**
	Total	14,013	13,449	13,461	13,299	12,965	**(7.4%)**
NT	Males	2,407	1,691	1,744	1,864	1,861	**(22.7%)**
	Females	NA	336	324	350	501	**NA**
	Total	2,407	2,027	2,068	2,214	2,362	**(1.8%)**
TOTAL	**Males**	**389,387 (79.5%)**	**355,798**	**352,456**	**350,745**	**345,127 (78.9%)**	**(11.4%)**
(Ratios)	**Females**	**100,298 (20.5%)**	**97,184**	**95,115**	**94,606**	**92,052 (21.1%)**	**(8.2%)**
	Total	**489,685**	**452,982**	**447,571**	**445,351**	**437,179**	**(10.7%)**

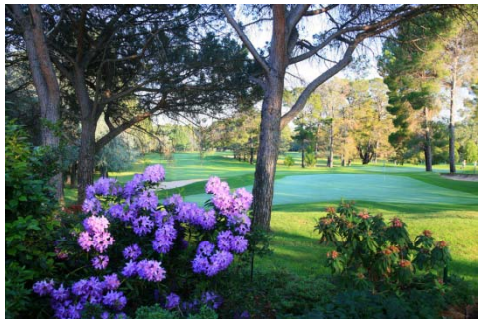
Male and Female Age Profile – 2008/09

STATE	17 yrs and Under %	18-30 yrs %	31-49 yrs %	50-64 yrs %	65-90 yrs %	Total
Males	3.7	7.1	22.5	26.5	20.5	**80.3**
Females	0.7	0.5	2.6	8.3	7.6	**19.7**
NAT. TOTAL	**4.4**	**7.6**	**25.1**	**34.8**	**28.1**	**100.0**

- The table above provides an age profile of club members from across Australia. Males make up approximately 80% percent of all golfers at clubs. The most common age for golfers is the 50-64 year age bracket – which merely reinforces the need for developing the game at the junior levels as well as with girls and women.

THE KEY FINDINGS





Section Three – Broad Industry Data (Special Topics)

Key Industry Data – Summary and Overview

The following section provides some high level analysis and findings around the size of the golf club and operator market…

- In terms of the **total revenue** across the club sector, one fifth of clubs have revenues of less than $50,000, with a quarter (26%) having revenues of more than $2 million. Total club and facility turnover is estimated at over $1.53 billion across the country

- In terms of **charity donation estimates** for the whole industry, some $27 million was raised in 2008 through golf clubs and facilities

- Smaller clubs (up to 300 members) are most likely to have no paid staff (27%) that said, industry estimates suggest that there are over **21,000 direct employees** in the golf club and facility industry, making it one of the largest leisure /sport employers in the country.

Actual Total Revenue – Club Revenue Breakdown

Playing Members	Less than $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $2,000,000	$2,000,001 - $5,000,000	More than $5,000,000	Total
Up to 300	44%	17%	24%	9%	3%	3%	-	100%
301 to 700	3%	5%	7%	31%	46%	5%	3%	100%
701 to 1,200	2%	2%	2%	6%	48%	27%	13%	100%
More than 1,200	1%	-	-	1%	16%	64%	17%	100%
Total	**21%**	**9%**	**13%**	**11%**	**20%**	**20%**	**6%**	100%

- In terms of the total revenue across the club sector, one fifth of clubs have revenues of less than $50,000, with a quarter (26%) having revenues of more than $2 million.
- This data shows the diversity of the industry and underlies some of the challenges that Golf Australia and State Associations have in dealing with a dispersed and varied club base.

Actual Total Revenue – Total Industry Estimates

Playing Members	Less than $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $2,000,000	$2,000,001 - $5,000,000	> $5,000,000	Total
Up to 300	$10,421,393	$14,089,333	$45,148,228	$48,982,395	$86,836,277	$170,606,749	$40,734,628	$416,819,002
301 to 700	$214,200	$661,406	$1,311,216	$22,173,446	$138,185,718	$79,426,776	$180,455,759	$422,428,521
701 to 1,200	$0	$191,867	$476,280	$0	$67,935,126	$255,797,370	$174,257,084	$498,657,726
More than 1,200	$7,078	$0	$0	$890,894	$6,305,403	$112,337,148	$72,560,995	$192,101,518
Total	**$10,642,671**	**$14,942,605**	**$46,935,724**	**$72,046,735**	**$299,262,525**	**$618,168,042**	**$468,008,466**	**$1,530,006,768**

- The table above extrapolates the individual club revenue data to present a national whole of industry club estimate. As shown, the total club turnover is estimated at over $1.53 billion, with the largest amounts coming from those clubs with between 701 and 1200 members.

Number of Service Club or Charity Days by Member Nos

Playing Members	5 or Less Days	6 to 10 Days	11 to 20 Days	20 Plus Days	Total	Mean Days #	Estimate Total Days #
Up to 300	90%	9%	1%	1%	100%	**1.7**	**4134**
301 to 700	78%	13%	6%	3%	100%	**4.3**	**1270**
701 to 1200	58%	29%	8%	6%	100%	**10.9**	**898**
More than 1200	55%	23%	16%	7%	100%	**9.6**	**1347**
Total	**75%**	**16%**	**6%**	**3%**	**100%**	**4.6**	**7,649**

- The value that the golf industry provides to charity and other community based organisations is largely undervalued by industry and government alike. The data here and on the next page suggests that golf provides great service to the community in terms of the provision of course access days and dollar value. Clubs need to clearly communicate to its strategic stakeholders the impact of these days on the local community.
- From the data, it appears that approximately 67% of clubs have provided charity or service days to the community through 2008. As shown, the majority of clubs are providing access for less than 5 days per year – with the other 25% of clubs providing more than 6 days per year. When 'scaled up' to represent industry data, there are over 7,600 days provided by clubs for charity or service days – these are a significant number of the larger clubs providing up to 10 days per year.

Charity donations – Club and Total Industry Estimates

Charity donations by membership size	< $500	$500 - $5,000	$5,001 - $20,000	$20,001 - $50,000	$50,001 - $100,000	> $100,000
Playing Members	%	%	%	%	%	%
Up to 300	26	59	11	3	1	0
301 to 700	5	50	29	9	6	2
701 to 1,200	0	20	33	20	22	6
More than 1,200	0	3	31	30	21	17
Total	**13**	**39**	**22**	**12**	**9**	**5**

Total charity donations – all clubs	< $500	$500 - $5,000	$5,001 - $20,000	$20,001 - $50,000	$50,001 - $100,000	> $100,000	Total	Total Clubs
Playing Members	#	#	#	#	#	#	#	#
Up to 300	$53,427	$1,233,582	$1,730,834	$2,108,804	$1,495,477	$0	$6,622,125	1,200
301 to 700	$1,538	$261,617	$1,043,143	$867,785	$1,904,000	$2,196,923	$6,275,005	238
701 to 1,200	$0	$56,824	$575,647	$1,467,529	$2,821,370	$6,381,529	$11,302,899	168
More than 1,200	$0	$0	$213,500	$575,750	$1,443,750	$735,000	$2,968,000	49
Total	**$54,965**	**$1,552,022**	**$3,563,124**	**$5,019,868**	**$7,664,597**	**$9,313,452**	**$27,168,029**	**1,655**

- These two tables provide some analysis of the total charity donations raised by (or through) golf clubs and facilities across Australia. One in five clubs (22%) assist in raising between $5K and $20K, with 14% of clubs donating or being involved in raising over $50K. In terms of estimates for the whole industry, some $27.2 million was raised in 2008 (note this was prior to the various bushfire and flood appeals that appeared in the market in early 2009). This figure is up from $18.9 million raised through 2004.

Total Paid Staff Numbers – Club Estimates by Playing Membership

Playing Members	No Paid Staff %	1 to 10 Staff %	11-20 Staff %	21-50 Staff %	50 Plus Staff %
Up to 300	27%	49%	13%	10%	1%
301 to 700	5%	50%	27%	15%	4%
701 to 1,200	-	18%	33%	41%	7%
More than 1,200	-	8%	12%	64%	16%
Total	**16%**	**38%**	**17%**	**24%**	**5%**

- Smaller clubs (up to 300 members) are most likely to have no paid staff (27%). Clubs with 301 to 700 members most commonly have 1 to 10 staff, with larger clubs (more than 701 playing members) most commonly having 21-50 staff in employment.

Total Paid Staff Numbers – Total Industry Estimates

Playing Members	1 to 10 Staff #	11-20 Staff #	21-50 Staff #	50 Plus Staff #	Total Staff #	Total Clubs #	Average per Club #
Up to 300	2,465	2,569	4,023	1,542	10,600	1,200	**8.8**
301 to 700	523	1,127	1,707	391	3,749	238	**15.8**
701 to 1,200	80	494	3,044	1,149	4,768	168	**28.4**
More than 1,200	10	32	1,085	994	2,121	49	**43.3**
Total	**3,078**	**4,222**	**9,859**	**4,077**	**21,237**	**1,655**	**15.1**

- Industry estimates suggest that there are over 21,200 direct employees in the golf club and facility industry, making it one of the largest leisure /sport employers in the country.
- Across the playing numbers, there is a steady climb from an average of 8.8 for clubs with less than 300 members up to a peak of 40 odd employees for clubs with more than 1200 playing members.

Estimates of Statutory Charges Paid by Clubs

Location	Statutory Charges $
NSW/ACT	$28,485,255
NT	$119,100
QLD	$13,122,110
SA	$4,353,960
TAS	$593,425
VIC	$8,978,835
WA	$2,637,370
TOTAL	$58,290,055

- Golf contributes in many ways to Australia's economic output. In addition to being a major employer and conduit for community and charity engagement, the game contributes over $58 million in statutory charges. Estimates by state show that Queensland and NSW have the major share of this expense – most likely due to the prevalence of gaming machines in many golf clubs and entities.

THE KEY FINDINGS



Section Four – Fees and Other Operational Data

Fees and Other Operational Data – Summary and Overview

The range of **annual fees** that golfers pay in Australia highlights the variable types of golf courses and the service expectations of golfers. Annual fees vary enormously across the states.

There has been a noticeable increase in the number of clubs charging more than $2000 per annum and a drop in clubs charging less than $100. **The median price** point provided by clubs is around $1200 per annum. An estimate of average annual fees is not available from 2004.

Some seven in ten (71%) of clubs are now providing **annual fee payment options** for members. Across the annual fee categories, the payment options increase significantly once the annual fee increases to more than $500. For those clubs at the high end of the scale – with fees in excess of $2000 per annum, 92% of these clubs have payment options.

In terms of **rounds capacity**, clubs are showing that there is considerable supply available – that said, as clubs increase in size, the capacity decreases. Round capacity varies from 60% to 83% depending upon club size.

C**lub membership capacity** is sitting at about 62% - clubs with annual fees over $1500 per annum are operating at 87% of membership capacity. The clubs with annual fees under $500 are approximately 60% full. This data reinforces that clubs need to continue to work on their membership retention and attraction strategies. With only 9% of all clubs boasting **a waiting list** (the sample size is less than 45 clubs), half of these clubs have less than 50 members on the wait list - while 8 of the clubs (18%) have more than 100 people waiting.

Annual Fee by Location

	Total	2004
Annual Fee	**Total %**	**Annual Fee 2004 %**
<$100	**23**	28
$100-$249	**27**	20
$250-$499	**10**	21
$500-$999	**12**	15
$1,000-$1,999	**11**	11
$2,000>	**28**	5
Average Fee	**$1,281**	**NA**

Location	Estimate of Average Annual Fee $
NSW/ACT	$1,687
QLD	$830
NT/SA	$1,147
TAS	$390
VIC	$1,507
WA	$1,068
TOTAL	**$1281**

- The range of annual fees that golfers pay in Australia highlights the variable types of golf courses and the service expectations of golfers. Annual fees vary enormously across the states
- There has been a noticeable increase in the number of clubs charging more than $2000 per annum and a drop in clubs charging less than $100. The median price point provided by clubs is around $1200 per annum. An estimate of average annual fees is not available from previous years.

Annual Fee by Course Type

	Total	Course Type				2004
Annual Fee	**Total %**	**Social %**	**Private %**	**Semi-Private %**	**Public %**	**%**
<$100	**23**	40	7	25	48	28
$100-$249	**27**	40	13	32	26	20
$250-$499	**10**	0	11	11	9	21
$500-$999	**12**	10	9	14	9	15
$1,000-$1,499	**7**	0	9	8	9	8
$1,500-$1,999	**4**	0	4	4	0	3
$2,000>	**18**	0	48	7	0	5
Total	**$1,281**	**$187**	**$2,985**	**$699**	**$238**	**NA**

- Across club type, the fees obviously change dramatically with private and semi-private clubs charging a premium.
- That said, there are few real 'private' clubs in Australia that do not allow guests. Resort clubs are included in the 'semi-private ' figures due to small numbers responding to this specific question on the survey.

Annual Fee Payment Options

	Total with options	Monthly	Quarterly	Six monthly	Other Options	No options
Annual fee	**%**	**%**	**%**	**%**	**%**	**%**
<$100	36	9	9	13	4	64
$100-$249	51	18	12	18	4	49
$250-$499	70	19	15	19	19	30
$500-$999	95	32	24	40	0	5
$1,000-$1,499	92	21	17	25	29	8
$1,500-$1,999	82	27	9	46	0	18
$2,000 >	92	31	19	35	8	8
Total	**71**	**22**	**15**	**26**	**8**	**29**

- Some seven in ten (71%) of clubs are now providing annual fee payment options for members. Across the annual fee categories, the payment options increase significantly once the annual fee increases to over $500. For those clubs at the high end of the scale – with fees in excess of $2000 per annum, 92% of these clubs have payment options.

Use of Joining Fees (by Annual Fees)

Total		Annual Fee						Mean Joining Fees
Joining Fees	Total %	< $100	$100-$249	$250-$499	$500-$999	$1,000-$1,999	$2,000 >	$ Mean
ACT/NSW	46%	10%	42%	75%	100%	80%	40%	$1232
QLD	43%	0%	22%	60%	67%	67%	0%	$924
NT/SA	31%	0%	33%	0%	0%	33%	67%	$1424
TAS	36%	67%	0%	0%	0%	0%	100%	NA
VIC	53%	18%	46%	73%	33%	88%	71%	$1968
WA	30%	18%	50%	33%	50%	0%	20%	$165
Total	**51%**	**20%**	**40%**	**67%**	**59%**	**78%**	**61%**	**$1319**

- Across state regions and annual fee levels, joining fees are charged in half of all clubs (51%). Joining fees peak for clubs that have annual fees between $1000-$1,999 (78%) – and in Victoria (53%). Estimates of the average joining fee levels suggest they vary between $165 in WA through to a high of nearly $2000 in Victoria.
- Of those clubs that are charging a joining fee, the reported average in regional and country areas is $575 and in metropolitan areas $2,370.

Average Rounds Played vs Desired Rounds by Club Size

Average vs Desired Rounds			
Members	**Average Played #**	**Desired Rounds #**	**Rounds Capacity %**
Up to 300	4,700	9,524	60%
301 to 700	22,895	36,163	68%
701 to 1200	37,617	50,822	77%
More than 1200	49,204	61,986	83%
TOTAL (Mean)	**20,212**	**30,463**	**75%**

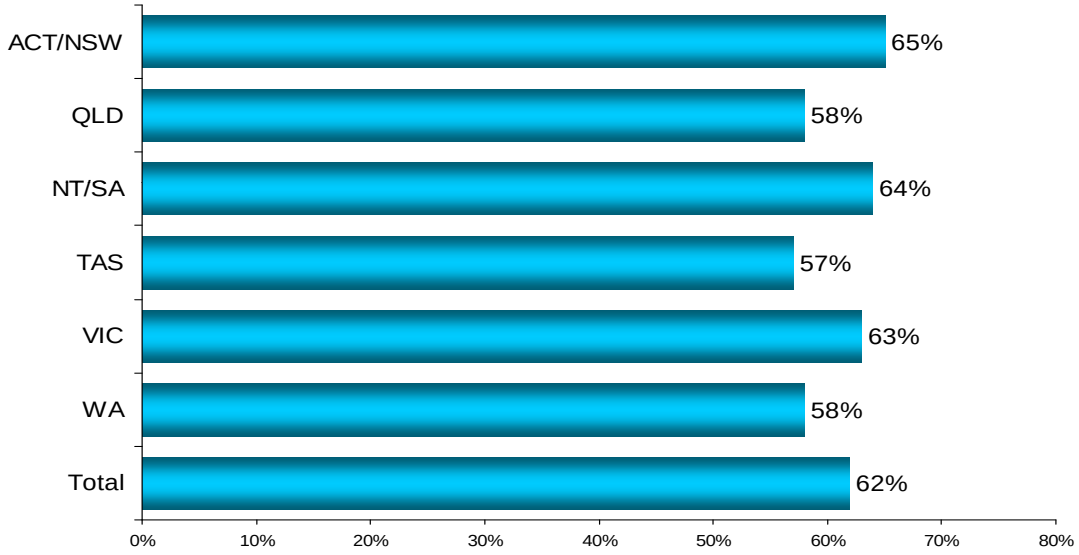
- In terms of round capacity, clubs are showing that there is considerable supply available – that said, as clubs increase in size, the level of capacity decreases.
- This suggests that through either corporate days, open days or special competitions, there is supply available in many clubs. Some of this capacity could be utilised to promote the game to casual golfers.

Current Membership as a % of Club Capacity

Members	Less than 25%	25% to 49%	50% to 74%	75% to 99%	100%	Total	Wait Lists
Up to 300	19%	26%	31%	9%	15%	100%	2%
301 to 700	8%	18%	46%	21%	7%	100%	1%
701 to 1200	2%	6%	28%	53%	11%	100%	13%
More than 1200	7%	7%	16%	50%	20%	100%	34%
Total	**13%**	**18%**	**30%**	**25%**	**14%**	**100%**	**9%**

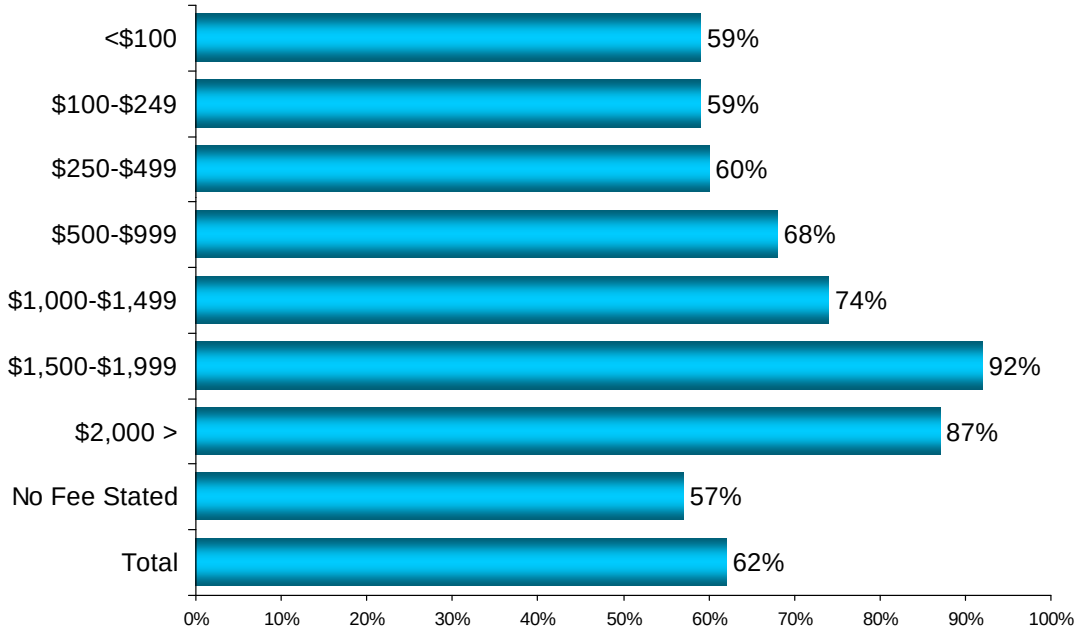
- In terms of current membership as a percentage of club capacity, there are 14% of clubs claiming to be at 100% capacity. While spread across club size – clubs that have more than 1200 members and less than 300 are more likely than the mid-sized clubs to be full. That said 86% of all clubs in Australia have some capacity for new members. – which suggests that acquisition strategies need to be on committee and Board agendas through the year.
- As shown on right hand column 9% of all clubs are utilising a wait list – and this rises to 34% amongst the larger clubs and 13% amongst clubs with 701 to 1200 members. This suggests that there are issues around course access and capacity.

Club Membership Capacity by location



- Club capacity does not vary much across region with Vic, NSW/ACT and the central time zone being over 60% full.

Club Membership Capacity by Annual Fees



- While the national club membership capacity is sitting at approximately 62%, there is great variation across annual fee category. Clubs with annual fees over $1500 per annum are operating at 87% (or more) of capacity. Clubs with annual fees under $500 are approximately 60% full. This data reinforces that clubs need to continue to work on their membership retention and attraction strategies.

Club Membership Capacity by Annual Fees (Cont.)

Club Capacity over time			
	2001 %	2004 %	2008 %
<$100	80	70	59
$100-$249	69	69	59
$250-$499	68	71	60
$500-$999	82	80	68
$1,000-$1,499	98	88	74
$1,500-$1,999	92	95	92
$2,000 >	100	97	87
No Fee Stated	NA	NA	57
Total	**78**	**79**	**62**

Across all annual fee levels, course capacity has dropped across all categories since 2004. The clubs charging the highest annual fees (over $1500 per annum) appear to be somewhat immune to any dramatic shifts in capacity – that said they too have had a fall since 2004.

Wait list Data

With only 9% of all clubs boasting a wait list (the sample size is less than 45 clubs), half of these clubs have less than 50 members on the waiting list - while 8 of the clubs (18%) have more than 100 people on the wait list…

Wait lists Numbers	Less than 10	11 to 49	50 to 99	100 to 200	200 plus
Total	29%	22%	29%	9%	9%

Length of time on the wait lists is spread across one month to more than six months – while there are subtle differences in males and females. Nearly half of clubs with a wait list, males are most likely to wait more than six months for entry. For females, the most common wait time is less than one month…

Length of time on wait list	One Month	2 to 6 months	More than 6 months
Males	39%	16%	46%
Females	45%	24%	31%

Waiting Time – Full Membership

Full membership status is achieved either fairly quickly (within less than one month) or after more than six months (54%)…

Wait Time Full M'ship	Less than 1 Month	2 to 6 Months	More than 6 Months
Total	33%	13%	54%

While the sub-sample is small, most clubs do not charge wait list fees, with one in five clubs charging a one-off fee and only 7% of clubs an annual fee. Estimates provided by clubs range from $20 to $500 for wait list fees…

	No Fee	One-off Fee	Annual Fee
Wait List Fees	72%	21%	7%

Membership Admissions Last 12 months

Members Admitted	1 to 10	11 to 20	21 to 50	51 to 100	100 Plus	Total	Mean #
Up to 300	58%	23%	17%	2%	0%	100%	**12**
301 to 700	4%	14%	27%	42%	12%	100%	**50**
701 to 1200	2%	4%	22%	36%	36%	100%	**69**
More than 1200	1%	1%	26%	35%	36%	100%	**69**
Total	**30%**	**15%**	**21%**	**20%**	**12%**	**100%**	**36**

- In terms of current membership admissions the story is somewhat similar for the smaller clubs (up to 300 members) 81% of clubs have had up to 20 admissions over the 2008 year. For the clubs with 301 to 700 members, 42% of clubs have gained between 51 and 100 members through admissions .
- In terms of the larger clubs (701 members or more), not surprisingly tend to be offset with greater numbers of admissions – seven in ten clubs with more than 100 members being admitted in the year.

Membership Resignations Last 12 months

Members Resigning	1 to 10	11 to 20	21 to 50	51 to 100	100 Plus	Total	Mean #
Up to 300	58%	25%	15%	1%	1%	100%	**13**
301 to 700	8%	11%	36%	35%	10%	100%	**51**
701 to 1200	5%	4%	16%	39%	36%	100%	**73**
More than 1200	1%	8%	24%	36%	31%	100%	**75**
Total	**29%**	**16%**	**21%**	**20%**	**14%**	**100%**	**42**

- In terms of current membership resignations, for the smaller clubs (up to 300 members) 83% of clubs have had up to 20 resignations over the 2008 year. For the clubs with 301 to 700 members, 71% of clubs have lost between 21 and 100 members to resignations, while the larger clubs (701 members or more), not surprisingly tend to suffer with larger numbers of resignations – over two-thirds with more than 100 members resigning in the year.

Other Rounds – Non Members

	Ave Non-Member Rounds	Ave Corporate Rounds	Average Tourist Rounds	Total Average
Up to 300	1,706	386	441	**2,533**
301 to 700	8,187	1,055	1194	**10,436**
701 to 1200	10,534	1,992	2746	**15,272**
More than 1200	10,993	2,437	2902	**16,332**
Total	**6,226**	**1,394**	**1280**	**8,900**

- Clubs were asked the numbers of additional players and rounds held at their courses in relation to non-member rounds, corporate rounds and tourist rounds. While many clubs are not be tracking this data in detail, the underlying numbers suggest that there are significant rounds being catered for in the club system that benefits the community, the corporate sector and tourism.
- Some clubs are catering for between 2,500 and 16,000 (on average) additional rounds per year for the wider community (outside of their current membership base).

Clinics and Other Development – Total Participants

	Ave Golf Clinic Participants	Ave Organised School Participants	Ave Non-Organised School Participants	Junior Development - Structured	Total Average
Up to 300	152	204	48	47	**451**
301 to 700	258	222	7	131	**618**
701 to 1200	493	180	4	101	**778**
More than 1200	521	279	2	90	**892**
Total (Average)	**331**	**223**	**21**	**86**	**661**

- The above table summarises the range of additional golf participants through structured and unstructured programs in the year of 2008 – estimates show that the clubs are reaching up to 900 additional or new participants through their programs.

THE KEY FINDINGS



Section Five – Other Club Operational Variables

Other Club Operational Variables – Summary and Overview

The following section covers a range of operational aspects including…

Course Availability - across all clubs nine in ten (88%) are open all year. Of the smaller clubs, one in five (20%) are closed through the year, while for the larger clubs (more than 700 members), some 2-3% are closed at some point during the year. Most common course closure reasons include too wet, major events, maintenance and climatic conditions.

Round Times – current 18 hole round time estimates are at four and a quarter hours – the perception is that in the main round times have remained steady - although 14% of all clubs believe round times have increased. **Tee Booking Practices** – at the smaller clubs (less than 300 members) booking in person is still popular – while at larger clubs with more than 701 members, there has been a shift to on-line bookings. **Competition Fees** – the average18 hole competition fees at clubs vary between $5.80 at smaller clubs through to over $7.00 at larger clubs – nine hole fees are fairly consistent at around $4.00.

Reciprocal Rights – about half of all clubs (49%) claim they have access to transferable membership. Amongst those clubs with reciprocal rights, the average number of metro clubs that members have access to is just over four clubs.

Non Member Play – some form of non-member play is allowed at approximately 98% of all clubs. However some restrictions may apply (e.g. manager introduced or reciprocal only). Of those responding to the survey 89% indicated non member visitors are allowed to play at certain times. Three quarters (72%) of clubs have **open days** as part of their income streams – with over 23% of the larger clubs (more than 701 members) holding weekly open days – there are variances across the states and territories with Queensland and NSW having high levels of weekly open days.

Course Availability

Course availability is often difficult to maintain – depending on location and structure. Across all clubs nine in ten (88%) are open all year. Of the smaller clubs, one in five (20%) are closed through the year, while for the larger clubs (more than 700 members), some 2-3% are closed at some point during the year…

	Up to 300 Members	301 to 700 Members	701 to 1200 Members	More than 1200 Members	Total
% Open 12 Months	80%	95%	97%	98%	88%

And other than the smaller clubs, the majority of days closed are typically less than 10 …

Members Admitted	< 5 days	5 to 10 days	11 to 20 days	21 to 100 days	More than 100 days	Total
Up to 300	40%	18%	5%	10%	28%	100%
301 to 700	55%	30%	8%	6%	2%	100%
701 to 1200	65%	21%	5%	7%	2%	100%
More than 1200	36%	33%	16%	13%	3%	100%
Total	**45%**	**24%**	**8%**	**9%**	**14%**	**100%**

Reasons for Course Closure by Membership Nos

Reason	Up to 300	301 to 700	701 to 1,200	More than 1,200	Total
Too wet	16%	37%	35%	37%	**27%**
Maintenance	17%	19%	12%	19%	**17%**
Major event	15%	18%	14%	16%	**16%**
Climatic Conditions	18%	8%	17%	12%	**15%**
Other*	7%	12%	20%	13%	**11%**
Summer closure	17%	1%	0%	0%	**8%**
Heat	5%	2%	3%	1%	**3%**
Drought/lack of water	4%	2%	0%	0%	**2%**
Construction	1%	2%	0%	2%	**1%**
Winter closure	1%	0%	0%	0%	***%**
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

- A range of reasons lead to course closure each year – more recent elements include being too wet, maintenance, climatic conditions and major events. Drought or lack of water appears to have only affected the smaller clubs – as does summer closure . Other reasons are dominated by Christmas Day and other public holidays.

Estimated Competition Round Time

	Total	Number of members			
	Total %	Up to 300 %	301 to 700 %	701 to 1,200 %	More than 1,200 %
Less than 4 hours	12	16	12	3	2
4 - 4.15 hours	41	38	50	43	43
4.16 - 4.30 hours	35	31	32	40	47
4.31 - 4.45 hours	9	10	6	12	8
4.45 + hours	3	5	0	2	0
Estimated Round Time (Hrs/Mins)	**4.16**	**4.16**	**4.14**	**4.20**	**4.19**

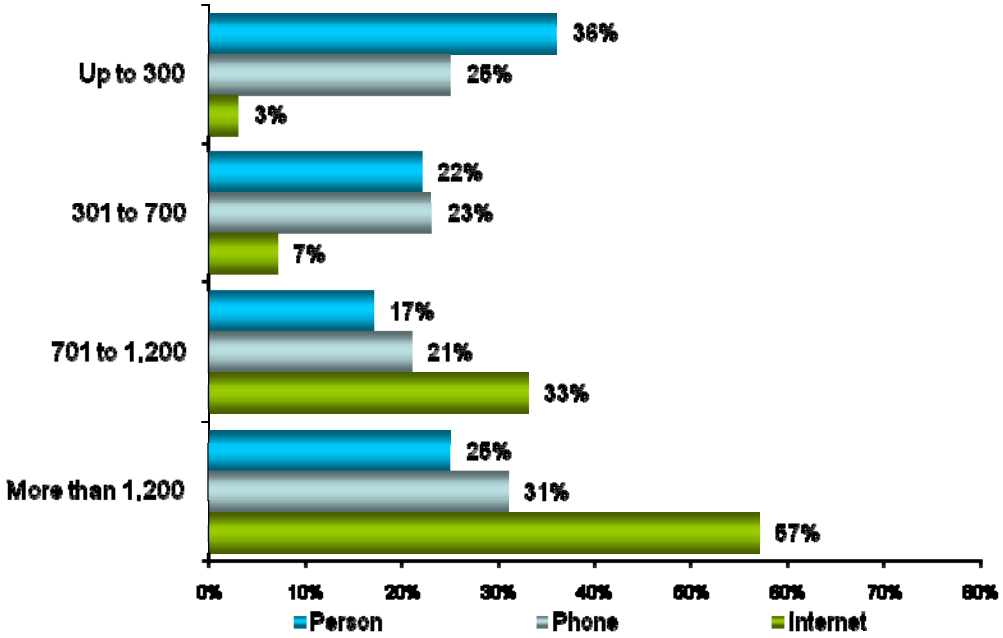
- One in eight rounds appear to be less than four hours in length, with a third of rounds in the 4 ¼ and 4 ½ length – a further one in eight are greater than 4 ¾ hours. While an improvement in the context of results from 2004, there are still concerns on the length of rounds being played - particularly as growth of game is of paramount importance. Estimated round time is approximately 4 hours and 16 minutes – with a mean variation of approximately 5 minutes across all clubs. This is in line with 2004 results.

Perceptions in Changes of Average Round Times

Change in Round Time	Time Increased	No Change	Time Decreased	Nett Time Increase Percentage Points
Up to 300	9%	86%	5%	**+4**
301 to 700	17%	78%	5%	**+12**
701 to 1200	23%	70%	7%	**+16**
More than 1200	19%	67%	14%	**+5**
Total	**14%**	**79%**	**7%**	**+7**

- While the majority of clubs (79%) claim that there has been no change to the average round time over the past few years, one in seven clubs (14%) claim that round times have increased.
- Across the membership split the mid sized clubs appear to be most effected with 'nett increases' of 12 and 16 percentage points in terms of round times.

Timesheet Booking Options by Number of Members



- The graph above provides benchmarks for each of the booking options available to golfers - in person, phone and the internet.
- As shown, as membership numbers increase so does the propensity to use internet bookings and at the other end of the spectrum the smallest clubs are still reliant on in-person bookings (36%).

Time Sheets and Daily Competition Fees

Time sheets are in operation in 93% of all clubs on Saturdays – with two thirds of all clubs utilising time sheets on Sundays – other popular time sheet days include Wednesday (70%), Thursday (59%) and Tuesday (58%)…

Time Sheets	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Up to 300	11%	26%	32%	31%	16%	81%	36%
301 to 700	24%	50%	65%	47%	29%	94%	47%
701 to 1,200	56%	80%	94%	76%	60%	100%	94%
More than 1,200	55%	82%	94%	85%	68%	96%	90%
Total	**35%**	**58%**	**70%**	**59%**	**43%**	**93%**	**65%**

In terms of competition fees three-quarters (75%) of clubs have short play format options (e.g. 9 holes) – with variations from 86% to 70% depending on membership size…

Comp Fees	Short Format Options
Up to 300	71%
301 to 700	86%
701 to 1,200	77%
More than 1,200	70%
Total	**75%**

Daily Competition Fees

In terms of the level of daily competition fees for 18 holes there are large proportions of clubs that are charging between $6 and $10. The mean figures show that fees are in the range of $5.80 to $7.30.

Nine hole fees are predominantly less than $5 with the mean fee in the vicinity of $3.90.

18 Hole Comp Fees	$5 or less	$6-$10	$11 plus	Mean $
Up to 300	60%	35%	5%	**$5.80**
301 to 700	45%	51%	4%	**$6.40**
701 to 1,200	36%	52%	11%	**$7.00**
More than 1,200	40%	45%	14%	**$7.30**
Total	**51%**	**42%**	**7%**	**$6.30**

9 Hole Comp Fees	$5 or less	$6-$10	$11 plus	Mean $
Up to 300	89%	9%	2%	**$4.00**
301 to 700	89%	11%	0%	**$3.70**
701 to 1,200	87%	13%	0%	**$4.00**
More than 1,200	94%	6%	0%	**$3.90**
Total	**90%**	**9%**	**1%**	**$3.90**

Membership Reciprocity – Mean Numbers by Category

Average Number of Reciprocal Clubs – By Membership Size				
Playing members	**Metro** #	**Regional** #	**Interstate** #	**Overseas** #
Up to 300	4.0	7.1	3.1	1.5
301 to 700	4.3	6.1	9.3	2.5
701 to 1,200	4.0	8.8	10.9	3.3
More than 1,200	5.0	10.5	10.9	6.1
Total	**4.3**	**7.9**	**9.1**	**4.2**

- Of the clubs responding to the reciprocal questions, the data shows that clubs have on average four metropolitan reciprocals, this climbs to an average of eight for regional reciprocals and just over nine for interstate alignments.
- Clubs with overseas connections, the mean number of clubs that will have reciprocal rights attached to membership is just over four.

Reciprocal Benefits or Rights Offered by Member Nos

A quarter (24%) of clubs claim that their members do not receive free course access at reciprocal clubs. As club size increases, free course access also rises…

Free Access	Not at All	Sometimes	Usually	Always	Total
Up to 300	34%	11%	24%	31%	100%
301 to 700	23%	30%	21%	26%	100%
701 to 1,200	19%	23%	37%	21%	100%
More than 1,200	12%	12%	35%	40%	100%
Total	**24%**	**17%**	**29%**	**31%**	**100%**

In terms of discounted green fees this benefit is prominent in 85% of clubs – with the smaller clubs being somewhat disadvantaged in terms of this benefit…

Discounted Fees	Not at All	Sometimes	Usually	Always	Total
Up to 300	19%	13%	35%	33%	100%
301 to 700	11%	20%	34%	36%	100%
701 to 1,200	13%	33%	28%	26%	100%
More than 1,200	12%	18%	35%	35%	100%
Total	**15%**	**19%**	**34%**	**33%**	**100%**

Reciprocal Benefits or Rights Offered by Member Nos (cont.)

Half of all clubs (49%) obtain through their reciprocal rights the option of membership transfer – and even though the benefits often favour the larger clubs, there are no real consistencies in the data that is presented below…

Membership Transfer	Not at All	Sometimes	Usually	Always	Total
Up to 300	50%	16%	10%	24%	100%
301 to 700	75%	9%	3%	13%	100%
701 to 1,200	52%	15%	21%	12%	100%
More than 1,200	38%	43%	12%	7%	100%
Total	51%	24%	12%	14%	100%

Clubs Allowance of Non-Members and Green Fees

Private and semi-private club officials were asked if their club or course allows non-member introduced visitors. In the majority of cases, the answer is yes……

Private /Semi Private Clubs	Up to 300 Members	301 to 700 Members	701 to 1200 Members	More than 1200 Members	Total
Allow Non-Member Introduced Visitors	**88%**	**95%**	**88%**	**87%**	**89%**

And in terms of green fees charged, there is great variance for **18 hole member introduced fees** based on membership size…

18 Hole Green Fee Member Intro	Up to 300	301 to 700	701 to 1,200	More than 1,200	Total
Less than $10	40%	2%	5%	0%	14%
$10 - $19	38%	35%	10%	10%	25%
$20 - $49	22%	58%	64%	62%	49%
$50 +	0%	4%	21%	28%	13%
Total	100%	100%	100%	100%	100%
Mean $	**$11.90**	**$22.30**	**$33.50**	**$39.20**	**$25.80**

Clubs Allowance of Non-Members and Green Fees

Similar to the 18 hole fees, there is great variance for **9 hole membership introduced** fees based on membership size…

9 Hole Green Fee Member Intro	Up to 300	301 to 700	701 to 1,200	More than 1,200	Total
Less than $10	43%	18%	3%	2%	18%
$10 - $19	49%	55%	57%	27%	45%
$20 - $49	6%	26%	37%	67%	35%
$50 +	2%	0%	3%	4%	2%
Total	100%	100%	100%	100%	100%
Mean $	**$17.00**	**$15.20**	**$18.20**	**$23.10**	**$18.60**

The **18 hole corporate fees charged** at clubs is relatively high with two thirds of the larger clubs charging more than $50 for the playing privilege…

18 Hole Green Fee Corporate	Up to 300	301 to 700	701 to 1,200	More than 1,200	Total
Less than $10	17%	13%	0%	0%	6%
$10 - $19	67%	25%	9%	9%	22%
$20 - $49	6%	46%	68%	26%	36%
$50 +	11%	17%	23%	65%	36%
Total	100%	100%	100%	100%	100%
Mean $	**$14.50**	**$25.20**	**$46.40**	**$60.40**	**$42.00**

Clubs Allowance of Non-Members and Green Fees

For the **Manager introduced - overseas** fees based on membership size, due to the small sample it is aggregated across all clubs…

Overseas Green Fee Manager Introduced	Total
Less than $10	6%
$10 - $19	7%
$20 - $49	17%
$50 +	70%
Total	100%
Mean $	**$100.30**

The **Manager introduced - interstate** fees charged at clubs is relatively high with nearly three quarters of clubs charging more than $50 for the playing privilege…

Interstate Green Fee Manager Introduced	Total
Less than $10	2%
$10 - $19	5%
$20 - $49	22%
$50 +	71%
Total	100%
Mean $	**$96.40**

Competition Play for Visitors

Comp Play % Yes	Member Introduced Guests	Non-Member Local Guests	Non-Member Non-Local	Reciprocal Member	Other Restrictions
Up to 300	72%	67%	67%	59%	2%
301 to 700	93%	77%	81%	82%	0%
701 to 1200	90%	59%	55%	90%	2%
More than 1200	82%	39%	40%	84%	3%
Total	79%	63%	63%	71%	2%

- Across all clubs, the allowance of competition play is relatively high with 79% of member introduced guests being able to play in a competition. Surprisingly this figure is lower when looking at reciprocal members – although this is a function of the smaller clubs often not allowing competition play (in 41% of these smaller clubs).
- Similar restrictions apply to non-members guests whether they be local or non-local. One aspect of building the golf value chain would be to allow competition play to be more accessible for these 'guest' golfers. There are a number of course swap and reciprocal programs in place at many clubs that are endeavouring to build value but more needs to be done in this area to ensure the game continues to be more welcoming.

Regular Open Days and Fees

Open Days	Weekly	Monthly	Less Frequently	None
Up to 300	9%	4%	63%	24%
301 to 700	9%	3%	64%	25%
701 to 1200	23%	7%	38%	32%
More than 1200	27%	5%	29%	40%
Total	**14%**	**4%**	**54%**	**28%**

Open Day Fees	Less than $15	$15-20	$21-30	$30 plus	Mean Fees $
Up to 300	52%	28%	18%	1%	$14.70
301 to 700	50%	22%	22%	6%	$19.60
701 to 1200	41%	26%	22%	11%	$18.10
More than 1200	27%	19%	19%	35%	$27.05
Total	**47%**	**26%**	**19%**	**8%**	**$17.70**

- As membership size increases, the less likely that open days are part of a clubs marketing program – one in four of the smaller clubs (24%) do not have open days – which increases to 40% for the larger clubs. That said the larger clubs (701 or more members) are also more likely to have weekly open days than the smaller clubs with less than 700 members.
- Green Fees charged at open days show that nearly half of all clubs (47%) charge less than $15 for open day fees – that said one third of the larger clubs (35%) with more than 1200 members charge more than $35 for green fees.

Regular Open Days by State

Open Days	Weekly	Monthly	Less Frequently	None
NSW/ACT	29%	10%	43%	19%
QLD	26%	5%	48%	21%
SA/NT	2%	4%	75%	20%
TAS	22%	11%	39%	28%
VIC	8%	1%	50%	41%
WA	0%	3%	71%	26%
Grand Total	**14%**	**4%**	**54%**	**28%**

- Estimates on the use of open days by clubs across the regions shows some interesting nuances with NSW/ACT, Queensland and Tasmania more likely than other states or territories to offer open days more regularly.

THE KEY FINDINGS



Section Six – Special Section Pay for Play

Special Pay for Play Section – Summary and Overview

18 Hole Fees - For the public access courses **the week-end 18 hole fee** varies from an average of $13.50 through to approximately $40.00 – and time and day variations exist at 9% of courses across all public facilities.

The week-day 18 hole fee varies from an average of $13.10 through to approximately $37.00. One in seven courses (15%) have fee variations across day and time of week.

Weekend Green Fees – Public Courses

For the public access courses across size of membership, **the weekend 18 hole fee** varies from an average of $13.50 through to approximately $40.00 – and time and day variations exist at 9% of courses across all public facilities **… …**

18 Hole Green Fee	Less than $10	$11 to $30	$31 to $50	$50 plus	Total	Mean $
Up to 300	53%	45%	0%	1%	100%	**$13.50**
301 to 700	7%	79%	10%	3%	100%	**$24.80**
701 to 1200	7%	41%	46%	5%	100%	**$33.00**
1200 plus	2%	31%	53%	15%	100%	**$39.70**
Total	**33%**	**49%**	**15%**	**4%**	**100%**	**$21.30**

In regard to the **weekend 9 hole fees charged the mean** ranges from just over $10 to $23.60 for the larger clubs…

9 Hole Green Fee	Less than $10	$11 to $30	$31 to $50	$50 plus	Total	Mean $
Up to 300	66%	32%	2%	0%	100%	**$10.30**
301 to 700	13%	84%	2%	2%	100%	**$17.00**
701 to 1200	5%	90%	3%	3%	100%	**$20.40**
1200 plus	4%	86%	6%	4%	100%	**$23.60**
Total	**41%**	**55%**	**2%**	**1%**	**100%**	**$14.50**

Weekday Green Fees – Public Courses

For the public access courses across membership, **the weekday 18 hole fee** varies from an average of $13.10 through to approximately $37.00. One in seven courses (15%) have fee variations across day and time of week**…**

18 Hole Green Fee	Less than $10	$11 to $30	$31 to $50	$50 plus	Total	Mean $
Up to 300	53%	45%	1%	1%	100%	**$13.10**
301 to 700	5%	86%	8%	2%	100%	**$22.70**
701 to 1200	7%	53%	35%	5%	100%	**$33.50**
1200 plus	2%	44%	48%	6%	100%	**$36.90**
Total	33%	53%	12%	2%	100%	**$20.40**

In regard to the **weekday 9 hole fees charged the mean** ranges from just under $10 to $21.80 for the larger clubs**…**

9 Hole Green Fee	Less than $10	$11 to $30	$31 to $50	$50 plus	Total	Mean $
Up to 300	67%	32%	1%	0%	100%	**$9.90**
301 to 700	15%	83%	0%	2%	100%	**$15.90**
701 to 1200	10%	83%	7%	0%	100%	**$19.30**
1200 plus	4%	88%	4%	4%	100%	**$21.80**
Total	43%	54%	2%	1%	100%	**$13.60**

THE KEY FINDINGS



Section Seven – Club Services

Club Services – Summary and Overview

Outsourcing - nine in ten (89%) of all clubs do not outsource any of their operations. That said, a debt collection service is more likely to occur in clubs with more than 700 members and fee collection is more common in clubs with more than 300 members.

Other Services - across all clubs, about half are offering website, credit card and EFTPOS facilities to members. Direct debit is only in 34% of clubs and on-line tee bookings still have a way to go to reach saturation levels.

Internet connection is now widespread across the country with 91% of clubs with some level of internet connection. Penetration is at 85% with the smallest clubs. Wireless connection varies between 6% with the smallest clubs to 33% in clubs with 701-1200 members.

The larger the facility or club, the more likely that **golf carts** will be present. Across all clubs, 63% have at least one cart at their disposal. Four in ten of the smaller clubs (39%) have access or use of golf carts, with penetration climbing to a high of 94% in the largest clubs. For clubs with up to 300 members the most common golf cart hire fee is in the range of $21-$30 – that said the median price points are relatively similar (varies from a low of $27.10 at the smallest clubs to a high of just over $32 at the larger clubs).

Extent of Outsourcing by Member Nos

Type of Outsourcing	Administration	Fee Collection	Debt Collection	Other	None	Total
Up to 300	2%	0%	1%	3%	94%	**100%**
301 to 700	4%	8%	3%	4%	81%	**100%**
701 to 1200	6%	6%	8%	2%	83%	**100%**
More than 1200	1%	5%	8%	1%	86%	**100%**
Total	**3%**	**3%**	**3%**	**3%**	**89%**	**100%**

- Nine in ten (89%) of all clubs do not outsource any of their operations. That said, outsourcing of debt collection services is more likely to occur in clubs with more than 700 members and fee collection is more common in clubs with more than 300 members.

Other Club Services and Facilities by Member Nos

Other Services	Website	Credit Card	EFTPOS	Direct Debit	Online Tee Bookings	Email Newsletters
Up to 300	21%	18%	21%	11%	2%	16%
301 to 700	65%	70%	81%	46%	9%	44%
701 to 1200	88%	98%	95%	67%	57%	74%
More than 1200	95%	97%	92%	69%	63%	67%
Total	**49%**	**50%**	**52%**	**34%**	**20%**	**36%**

- A range of other services are offered through the clubs – and while the propensity to offer these increases with club size, the smaller clubs still have a way to go in terms of any electronic servicing.
- Across all clubs, about half are offering website, credit card and EFTPOS facilities to members. Direct debit is only in 34% of clubs and on-line tee bookings still have a way to go to reach saturation levels.

Internet Connection and Type

Internet connection is now widespread across the country with 91% of clubs with some level of internet connection. Penetration is at 85% with the smallest clubs. Wireless connection varies between 6% with the smallest clubs to 33% in clubs with 701-1200 members…

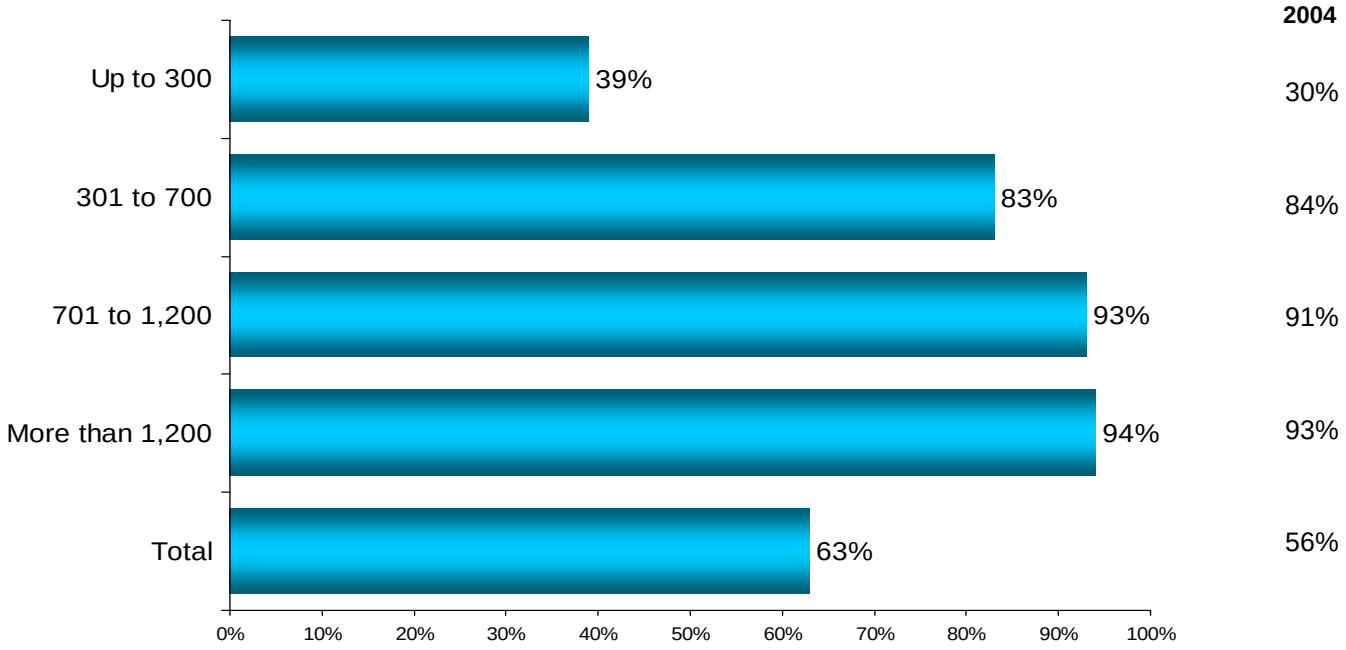
Internet Connection	Up to 300 Members	301 to 700 Members	701 to 1200 Members	More than 1200 Members	Total
Any Internet	85%	99%	100%	99%	91%
DSL	26%	70%	78%	86%	50%
Wireless	6%	20%	33%	25%	15%

Interest in Other Club Services and Facilities

Interest in Other Services	Online Billing and Payments	Club E-mail Newsletter	Assistance with Website	Assistance with Member Survey	Assistance with Strategic Planning
Up to 300	10%	16%	14%	6%	16%
301 to 700	31%	33%	23%	18%	26%
701 to 1200	41%	36%	12%	36%	35%
More than 1200	47%	37%	14%	30%	15%
Total	24%	25%	15%	16%	20%

- Clubs were asked their level of interest in a range of services that could be provided by GA and some of its partners or suppliers - online billing and payments options and club e-mail newsletters are of interest to one in four clubs – with interest in these services increasing as membership size increases. Strategic planning assistance appears to have more demand in clubs with 301 to 1200 members.

Golf Carts - Penetration



- Not surprisingly, the larger the facility or club, the more likely that golf carts will be present. Across all clubs, 63% have at least one cart at their disposal. Four in ten of the smaller clubs (39%) have access or use of golf carts, with penetration climbing to a high of 94% in the largest clubs (those with more than 1200 members). The increase in penetration has occurred with the smaller clubs (under 300 members).

Golf Cart Numbers – Further Analysis by Club Size

Members	Less Than 10	10-20	21-50	More than 50	Total	Mean # Per Club
Up to 300	80%	11%	6%	3%	100%	**9.6**
301 to 700	75%	15%	8%	2%	100%	**10.0**
701 to 1,200	60%	28%	11%	2%	100%	**12.3**
More than 1,200	32%	32%	30%	5%	100%	**18.9**
Total	**62%**	**21%**	**14%**	**3%**	**100%**	**12.7**

- The greatest disparity in terms of the number of carts occurs in the larger clubs with numbers spread across the spectrum – which suggests that policies (and need) in relation to use are diverse.

Golf Carts Penetration – Further Analysis by Club Size

Members	Available to All Players	Some Restrictions Apply	Not Available	Total Available	Mean # Per Club
Up to 300	33%	6%	61%	**39%**	**9.6**
301 to 700	78%	5%	17%	**83%**	**10.0**
701 to 1,200	79%	14%	7%	**93%**	**12.3**
More than 1,200	78%	16%	6%	**94%**	**18.9**
Total	55%	9%	37%	**63%**	**12.7**

- This table review the type of access to golf carts across membership size – and while restrictions increase as clubs increase in size, the availability of carts is now fairly widespread given the number of smaller clubs in the industry (1200 clubs have membership sizes of less than 300 members.
- Amongst the larger clubs (more than 700 members) the level of restrictions that apply increases to about one in seven.

Golf Carts – Hire Fees 18 Holes

Members	< $20	$21 - $30	> $30	Total	Mean Fee $
Up to 300	20%	50%	30%	100%	**$27.10**
301 to 700	17%	38%	45%	100%	**$29.90**
701 to 1,200	2%	32%	66%	100%	**$32.80**
More than 1,200	3%	38%	59%	100%	**$32.30**
Total	**11%**	**41%**	**48%**	**100%**	**$30.25**

- For clubs with up to 300 members the most common golf cart hire fee is in the range of $21-$30 – the most interesting data is that the median price points are relatively similar (varies from a low of $27.10 at the smallest clubs to a high of just over $32 at the larger clubs).

Golf Carts – Hire Fees 9 Holes

Members	< $20	$21 - $30	> $30	Total	Mean Fee $
Up to 300	72%	21%	7%	100%	**$18.20**
301 to 700	70%	25%	5%	100%	**$20.10**
701 to 1,200	60%	38%	2%	100%	**$20.70**
More than 1,200	84%	16%	0%	100%	**$18.90**
Total	**72%**	**24%**	**4%**	**100%**	**$19.30**

- Most clubs are charging around the $18-$20 mark for 9 hole cart fees - the variance of the mean fee levels is $2.50 from the cheapest fee level to the most expensive.

Golf Carts Ownership/Responsibility

Members	Club Run	Professional Run	Both Run	Own	Lease
Up to 300	72%	21%	7%	85%	16%
301 to 700	70%	25%	5%	66%	34%
701 to 1,200	60%	38%	2%	63%	37%
More than 1,200	84%	16%	0%	63%	37%
Total	**72%**	**24%**	**4%**	**70%**	**30%**

- Most clubs (72% across all clubs and facilities) are in charge of the golf cart fleets – that said, the professionals are in charge in approximately one in four (24%) of clubs or facilities. Professionals responsibility peaks with clubs with between 701 and 1,200 members. The extent of leasing increases as membership numbers rise.

THE KEY FINDINGS



Section Eight – Key Financials

Key Financials – Summary and Overview

This section provides headline data on the financial metrics of clubs – including estimated salary levels of key employees.

While not all clubs provided this information, the sample sizes are robust enough to provide some benchmarks for clubs to use in their own planning and analysis.

There are great variations in income and expense levels across club size – and rather than summarising the data in a few lines, we recommend that you read the next section in detail.

Income Benchmarks by Members (Mean $)

Income	Up to 300 ($)	301 to 700 ($)	701 to 1200 ($)	1200 Plus ($)	Average Total ($)
Joining Fees	$26,840	$38,315	$136,850	$208,380	**$102,820**
Membership Fees	$73,130	$241,400	$1,066,610	$1,516,450	**$419,230**
Competition Fees	$24,960	$91,060	$126,150	$134,875	**$66,400**
Green Fees	$40,770	$157,810	$278,490	$324,250	**$140,065**
Cart Hire	$22,550	$42,000	$85,755	$83,990	**$53,880**
Food/Beverage	$102,020	$348,995	$817,645	$1,215,850	**$399,420**
Golf Shop	$41,480	$184,430	$348,030	$534,315	**$189,155**
Net Gaming	$57,800	$498,090	$409,785	$743,950	**$329,690**
Other Income	$49,585	$152,660	$242,670	$309,600	**$137,525**
Total	**$439,135**	**$1,754,760**	**$3,511,985**	**$5,071,660**	**$1,838,185**
Total (Exclude Gaming)	**$381,335**	**$1,256,670**	**$3,102,200**	**$4,327,710**	**$1,508,495**

- The table above provides estimates of the major income streams from Australia's clubs and facilities. As shown, the smaller clubs (under 300 members) draw total income on average of $380k, while the larger clubs (701 members or more) have estimates of between $3.5-$5.0 million. When gaming is taken out of the equation income is reduced by between12 and 28% of the total depending upon club size.

Income Benchmarks by Members (With Gaming)

Income	Up to 300	301 to 700	701 to 1200	1200 Plus	Average Total
Joining Fees	6.1%	2.2%	3.9%	4.1%	**5.6%**
Membership Fees	16.7%	13.8%	30.4%	29.9%	**22.8%**
Competition Fees	5.7%	5.2%	3.6%	2.7%	**3.6%**
Green Fees	9.3%	9.0%	7.9%	6.4%	**7.6%**
Cart Hire	5.1%	2.4%	2.4%	1.7%	**2.9%**
Food/Beverage	23.2%	19.9%	23.3%	24.0%	**21.7%**
Golf Shop	9.4%	10.5%	9.9%	10.5%	**10.3%**
Net Gaming	13.2%	28.4%	11.7%	14.7%	**17.9%**
Other Income	11.3%	8.7%	6.9%	6.1%	**7.5%**
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

- Not surprisingly food and beverage income and membership fees makes up between 40%-54% of a club's income depending upon its size . Gaming is significant in those clubs where it is a product (ranging from approximately 12% to 28% of income).

Income Benchmarks by Members (Excludes Gaming)

Income	Up to 300	301 to 700	701 to 1200	1200 Plus	Average Total
Joining Fees	7.0%	3.0%	4.4%	4.8%	6.8%
Membership Fees	19.2%	19.2%	34.4%	35.0%	27.8%
Competition Fees	6.5%	7.2%	4.1%	3.1%	4.4%
Green Fees	10.7%	12.6%	9.0%	7.5%	9.3%
Cart Hire	5.9%	3.3%	2.8%	1.9%	3.6%
Food/Beverage	26.8%	27.8%	26.4%	28.1%	26.5%
Golf Shop	10.9%	14.7%	11.2%	12.3%	12.5%
Other Income	13.0%	12.1%	7.8%	7.2%	9.1%
Total (Exclude Gaming)	100.0%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

- When gaming is excluded from the income benchmarks, not surprisingly reliance on membership fees and food and beverage income increases.

Expenditure Benchmarks by Members (Mean $)

Expenditure	Up to 300 ($)	301 to 700 ($)	701 to 1200 ($)	1200 Plus ($)	Average Total ($)
Food and Beverage Stock	$63,040	$177,080	$359,970	$493,520	**$184,150**
Pro-Shop COGS	$25,650	$87,840	$229,525	$302,160	**$104,505**
Ground/course expenses	$46,080	$187,060	$377,750	$614,250	**$191,810**
House expenses	$29,700	$78,390	$236,675	$388,290	**$124,800**
Administration/Insurance	$48,220	$183,180	$447,680	$524,555	**$223,315**
Wages	$236,890	$446,475	$1,253,580	$1,504,470	**$693,470**
Statutory Charges	$7,490	$34,240	$68,505	$66,770	**$33,920**
Depreciation	$47,100	$105,400	$256,940	$419,970	**$163,915**
Total	**$504,170**	**$1,299,665**	**$3,230,625**	**$4,313,985**	**$1,719,885**

- Analysis by the number of members or club size shows great variation in the expenditure levels with the smaller clubs (less than 300 members) showing expenditure of around $1/2 million – rising to $3.7m for the largest clubs.

Expenditure Benchmarks by Members (Mean $)

Expenditure	Up to 300	301 to 700	701 to 1200	1200 Plus	Average Total
Food and Beverage Stock	12.5%	13.6%	11.1%	11.4%	**10.7%**
Pro-Shop COGS	5.1%	6.8%	7.1%	7.0%	**6.1%**
Ground/course expenses	9.1%	14.4%	11.7%	14.2%	**11.2%**
House expenses	5.9%	6.0%	7.3%	9.0%	**7.3%**
Administration/Insurance	9.6%	14.1%	13.9%	12.2%	**13.0%**
Wages	47.0%	34.4%	38.8%	34.9%	**40.3%**
Statutory Charges	1.5%	2.6%	2.1%	1.5%	**2.0%**
Depreciation	9.3%	8.1%	8.0%	9.7%	**9.5%**
Total	100.0%	100.0%	100.0%	100.0%	**100.0%**

- The above table provides percentage analysis of the main expense categories for each club. It would be useful for clubs to benchmark themselves by membership size to ascertain above or below industry performance.

Average Assets and Liabilities by Membership

Assets and Liabilities	Up to 300 ($)	301 to 700 ($)	701 to 1200 ($)	1200 Plus ($)	Average Total ($)
Current Assets	$92,380	$358,590	$1,118,250	$1,283,000	**$610,500**
Total Assets	$361,570	$1,384,800	$6,082,600	$9,204,300	**$3,789,600**
Current Liabilities	$53,800	$189,990	$852,150	$1,366,950	**$651,300**
Total Liabilities	$94,000	$303,400	$2,979,200	$2,601,500	**$1,502,100**
Nett Assets (Total Assets - Total Liabilities)	**$267,570**	**$1,081,400**	**$3,103,400**	**$6,602,800**	**$2,287,500**

- Analysis by membership size shows the disparity of asset and liability values that exist from the smallest to the largest clubs. The largest clubs that reported data for this question show a weaker asset/liability ratio than smaller clubs.

Capital Expenditure Budgets

Members	< $10,000	$10,001 to $100,000	$101,000 to $500,000	$500,001 to $1 mill	$1 mill to $5 mill	$5 mill to $10 mill	>$10 mill	Total	Mean $
Up to 300	29%	63%	6%	1%	0%	0%	1%	100%	**$45,270**
301 to 700	3%	75%	15%	8%	0%	0%	0%	100%	**$111,650**
701 to 1,200	0%	32%	51%	15%	0%	2%	0%	100%	**$407,620**
More than 1,200	0%	9%	49%	12%	27%	1%	1%	100%	**$1,255,590**
Total	12%	45%	27%	7%	7%	1%	1%	100%	**$477,730**

- Across membership size , capital expenditure budgets are variable – with the majority of the 'smaller' clubs (less than 700 members spending less than $100k. Larger clubs with more than 700 members typically have capital expenditure in excess of $100k – with one quarter of the largest member clubs (more than 1200 members) spending more than $1million on capital works.

Capital Expenditure Split

Members	Cap Ex Split	
	Course %	Clubhouse and Facilities %
Up to 300	52.8	47.1
301 to 700	53.7	46.3
701 to 1,200	59.8	40.2
More than 1,200	50.9	49.1
Total	**53.6**	**46.4**

- Clubs were asked to provide an estimate of the split of course and clubhouse/facilities capital expenditure. As shown above there is a fair degree of consistency with the splits ranging from a high of 60% for the course at clubs with 701 to 1200 members down to almost 50/50 split with the clubs of more than 1200 members.

Accounting Policies on Joining Fees

Members	Member Joining Fee		Corporate Joining Fees	
	In Operating Accts	External to Operating Accounts	In Operating Accts	External to Operating Accounts
Up to 300	97%	3%	100%	0%
301 to 700	98%	2%	94%	6%
701 to 1,200	85%	15%	89%	11%
More than 1,200	81%	19%	92%	8%
Total	**92%**	**8%**	**94%**	**6%**

- Where joining fees are applicable, there are high levels of use of these funds in the operating accounts – while this practice is not recommended, it will often depend on the financial situation of clubs how these fees are used. The previous tables on income and expenditure show that many clubs are operating with negative cash flows – without the injection of joining fees.
- As club size increases so does the practice of using joining fees external to the operating accounts (often as capital reserves).

Own vs. Lease Tenancy – and Lease Terms

Members	Own	Lease
Up to 300	53%	47%
301 to 700	55%	45%
701 to 1,200	73%	27%
More than 1,200	67%	33%
Total	**59%**	**41%**

Members	Lease Terms				
	1-5 years	6-20 years	21-50 years	50 plus years	Total
Up to 300	18%	22%	26%	34%	**100%**
301 to 700	19%	27%	41%	14%	**100%**
701 to 1,200	14%	36%	36%	14%	**100%**
More than 1,200	4%	42%	27%	27%	**100%**
Total	**15%**	**28%**	**31%**	**26%**	**100%**

- Six in ten of all clubs and facilities (59%) own their landholdings – with ownership climbing to 73% for clubs with members in the 701 to 1200 membership category.
- Of those clubs on lease arrangements, 15% of all clubs are on 1 to 5 years terms, one quarter (28%) are on terms 6 to 20 years, one third (31%) have terms of 21 to 50 years and a quarter (26%) have terms of more than 50 years. There are nuances across club size that highlight the vagaries of golf clubs and land holdings.

Club Legal Structure

Members	Legal Structure				
	Proprietary Company	Company Ltd by Guarantee	Incorporated Association	Unincorporated	Total
Up to 300	6%	1%	89%	4%	**100%**
301 to 700	12%	9%	74%	4%	**100%**
701 to 1,200	29%	25%	45%	2%	**100%**
More than 1,200	38%	28%	34%	0%	**100%**
Total	**16%**	**11%**	**70%**	**3%**	**100%**

- Seven in ten of all clubs are an Incorporated Association with a further quarter (27%) being either a Propriety Company or a Company Limited by Guarantee.

General Manager/CEO Remuneration

Members	< $40,000	$40,000-$60,000	$60,000-$80,000	$80,000-$100,000	$100,000-$125,000	$125,000-$150,000	>$150,000	Total	Mean $
Up to 300	41%	45%	7%	7%	0%	0%	0%	100%	**$47,930**
301 to 700	16%	49%	27%	4%	0%	2%	2%	100%	**$58,320**
701 to 1,200	4%	8%	31%	33%	12%	8%	4%	100%	**$88,470**
More than 1,200	0%	0%	20%	23%	27%	12%	19%	100%	**$113,570**
Total	**11%**	**21%**	**23%**	**18%**	**13%**	**7%**	**8%**	**100%**	**$83,894**

- Across membership size, remuneration not surprisingly increases. With the smaller clubs (less than 301 members) over 90% of GMs/CEOs are earning less than $60k. For clubs with 301 to 700 members a quarter of GMs/CEOs are earning between $60k-$80k.
- In larger clubs (more than 1200 members) the spread of salary varies from the range of $60k to more than $150k. One in five GMs or CEOs from the largest clubs are earning more than $150k.

Superintendent/Greenkeeper Remuneration

Members	< $40,000	$40,000-$60,000	$60,000-$80,000	$80,000-$100,000	$100,000-$125,000	$125,000-$150,000	>$150,000	Total	Mean $
Up to 300	58%	35%	5%	3%	0%	0%	0%	100%	**$43,400**
301 to 700	15%	58%	24%	0%	3%	0%	0%	100%	**$54,580**
701 to 1,200	4%	20%	43%	16%	6%	8%	2%	100%	**$78,010**
More than 1,200	1%	15%	24%	24%	19%	12%	4%	100%	**$91,930**
Total	**22%**	**32%**	**22%**	**11%**	**7%**	**5%**	**2%**	**100%**	**$66,270**

- For superintendents salaries there is again variation based on club size with the smaller club superintendents typically sitting in the band of less than $60k. One third (35%) of superintendents in the largest clubs (1200 plus members) are earning more than $100k.
- The mean superintendent salary across the industry varies from a low of $43k in the smallest clubs to nearly $92k in the largest.

Club Professional Remuneration

Members	< $40,000	$40,000-$60,000	$60,000-$80,000	$80,000-$100,000	$100,000-$125,000	$125,000-$150,000	>$150,000	Total	Mean $
Up to 300	70%	20%	10%	0%	0%	0%	0%	100%	**$41,500**
301 to 700	41%	34%	10%	7%	0%	3%	3%	100%	**$55,950**
701 to 1,200	15%	27%	38%	15%	4%	0%	0%	100%	**$63,940**
More than 1,200	10%	12%	32%	24%	8%	12%	2%	100%	**$82,500**
Total	**24%**	**22%**	**26%**	**16%**	**4%**	**6%**	**2%**	**100%**	**$68,045**

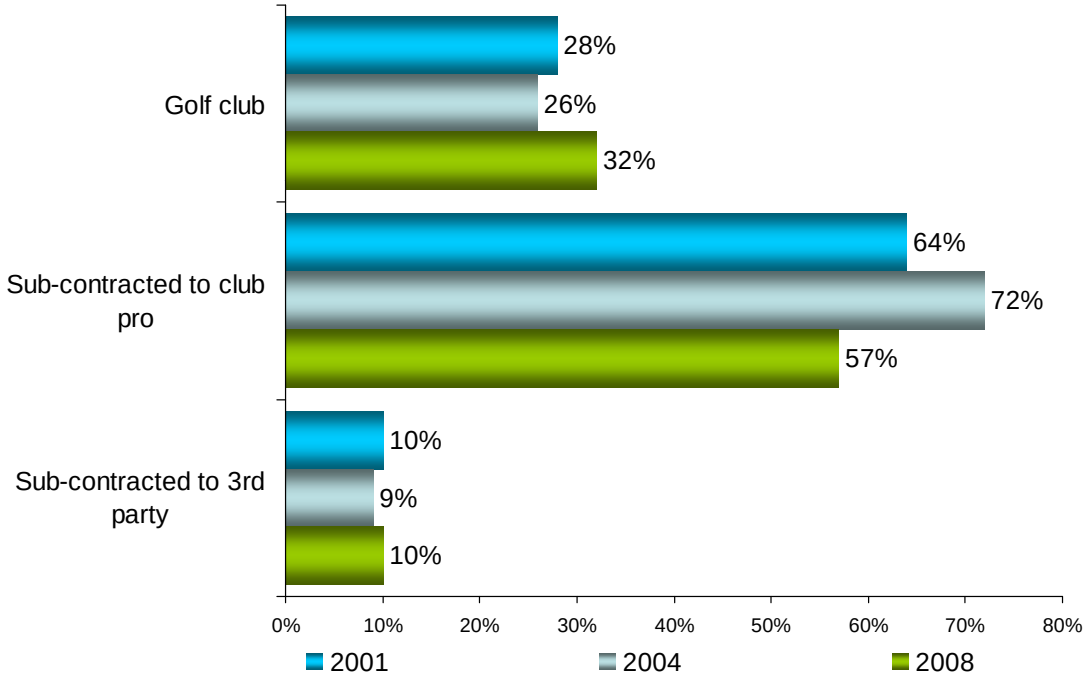
- For club professionals in clubs with 700 members or less, the majority earn less than $60k in salary. The mean figures across club size move from $41.5k at the smallest clubs to $82.5k at the largest. Over the page we also review the additional remuneration components for the club pro's.

Club Professional Remuneration Breakdown

Members	Salary	Retainer	Retail %	Retail 100%	Green Fee %	Green Fee 100%	Buggies/ Carts	Lessons	Motor Vehicle	Other
Up to 300	33%	47%	20%	20%	53%	7%	47%	40%	0%	0%
301 to 700	35%	62%	9%	29%	59%	3%	32%	32%	3%	6%
701 to 1,200	24%	74%	10%	29%	64%	2%	57%	48%	0%	7%
More than 1,200	21%	76%	9%	45%	68%	1%	49%	48%	3%	4%
Total	**26%**	**70%**	**10%**	**35%**	**64%**	**3%**	**48%**	**44%**	**2%**	**5%**

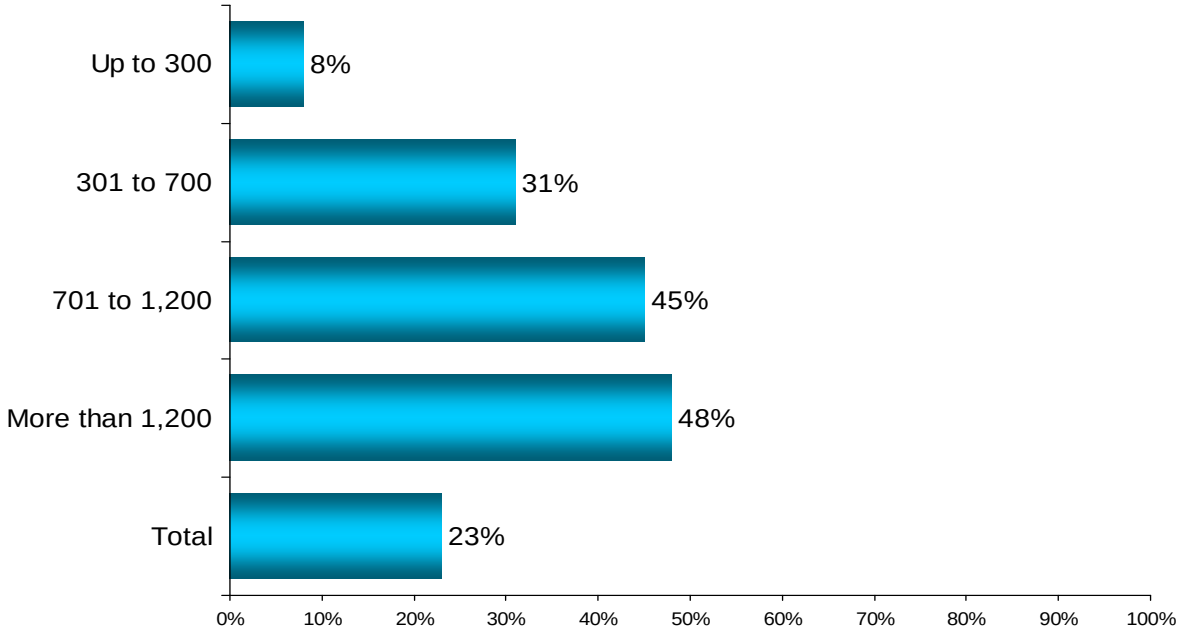
- The remuneration breakdown supplied by clubs for club professionals shows that one in four (26%) are on a salary, seven in ten are on retainers and retail percentages make up a proportion of the package for 45% of pro's. Green Fee percentages are common in two thirds (67%) of professionals and buggies and carts for 48% of clubs. Lessons form part of the package in 44% of cases. There are differences across club size and major trends show that as club size increases, so does the propensity for clubs to offer a retainer, that full retail is part of the package and green fee percentage is part of a professional's package.

Pro shop control



- This table highlights the variations in pro-shop control since 2001 – and the trend line suggests that there is a move towards some clubs taking back control from the traditional golf professional operator with a third of clubs (32%) having control of the golf shop.

Gaming Machine - Penetration



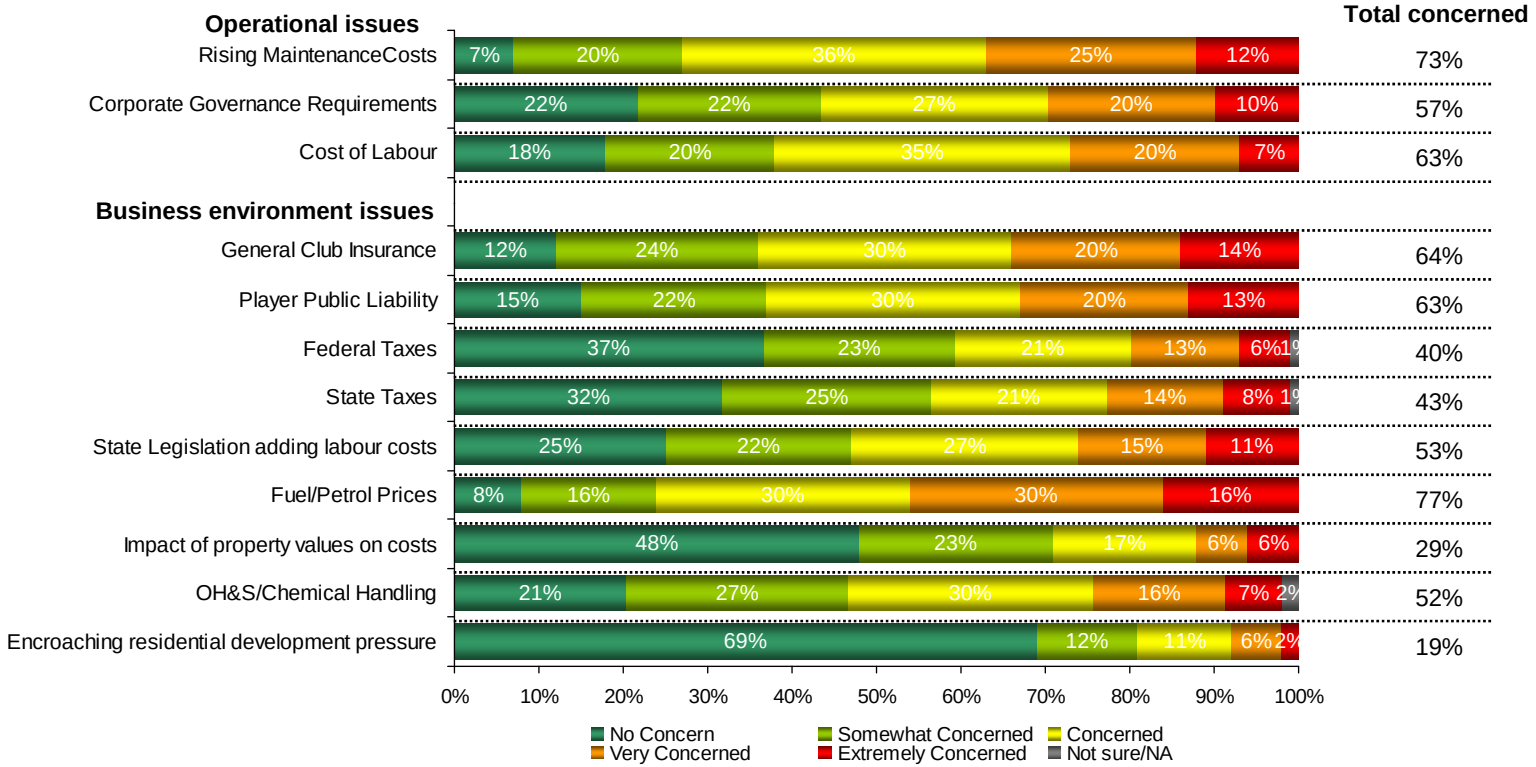
- Not surprisingly, the larger the facility or club, the more likely that gaming machines have a role in the club's business and income streams. Around half of the clubs with more than 1200 members claim to have some level of gaming presence.

THE KEY FINDINGS



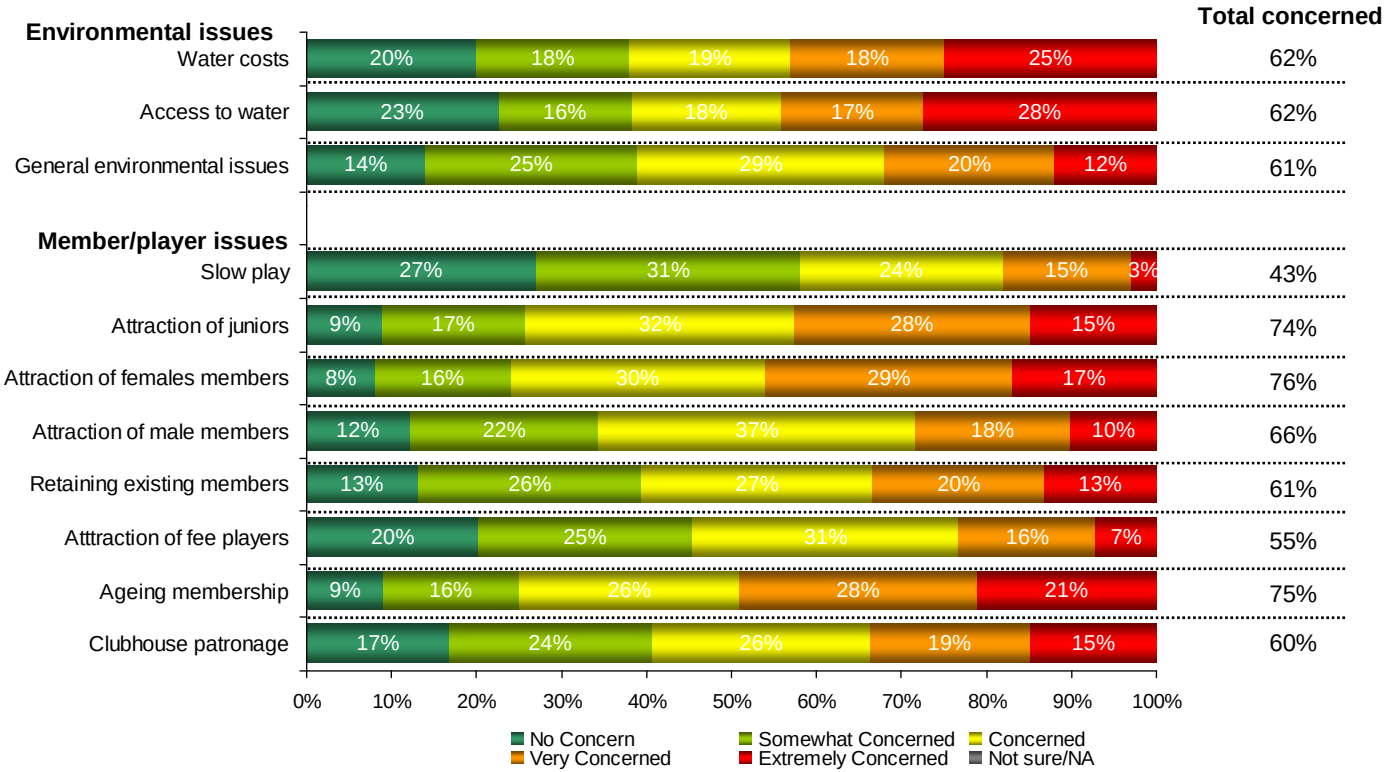
Section Nine – Special Topics

Level of concern with aspects



- Across **operational and business issues,** the major concerns for clubs include fuel and petrol prices, rising maintenance costs – as well as insurance and public liability issues

Level of concern with aspects



- Water issues remain topical but the attraction of women members and juniors as well as an ageing membership base are of most concern for clubs and their administration. In the future there will need to be a growing focus on development of the game to ensure that participation rates climb.

Year Clubs Formed

Members	Before 1900	1900 to 1939	1940 to 1969	1970 to 1989	1990 to 2000	Since 2000	Total
Up to 300	1%	38%	27%	22%	9%	3%	100%
301 to 700	3%	46%	18%	24%	5%	5%	100%
701 to 1200	7%	48%	23%	19%	2%	2%	100%
More than 1200	7%	61%	24%	8%	0%	0%	100%
Total	**3%**	**45%**	**24%**	**19%**	**6%**	**3%**	**100%**

- Half of all clubs (45%) were established in the period of 1900-1939 – a period of great growth until the 1929 recession. Since 1990, only 9% of clubs have been established.

APPENDIX ONE



Additional Data – ERASS Data 2008

ERASS Data and Statistics – Overview

The Exercise, Recreation and Sport Survey (ERASS) is a joint initiative of the Australian Sports Commission and the state and territory government agencies responsible for sport and recreation. The first survey was conducted in 2001. This publication presents results from the eighth annual ERASS data collection, which was conducted in 2008.

The ERASS collects information on the frequency, duration, nature and type of physical activities that were participated in by persons aged 15 years and over for exercise, recreation or sport during the 12 months prior to interview. Participation means active 'playing' participation, and does not include coaching, refereeing and being a spectator. The ERASS collects data on the total participation rate in physical activity for exercise, recreation or sport over the 12 month period. The total participation rate is based on the number of persons who have undertaken exercise, recreation or sport at least once during the previous 12 months. This rate does not reflect the number of persons who are physically active on a regular basis.

The survey is conducted quarterly throughout Australia. In 2008, Newspoll Market and Social Research completed the fieldwork and prepared the report for the Australian Sports Commission in consultation with the states and territories.

The actual ERASS publication presents information regarding the: frequency of participation in organised and non-organised physical activity for exercise, recreation or sport; duration of participation in physical activity for exercise, recreation or sport; type of participation in physical activity for exercise, recreation or sport; and trends in participation over time. Information is available for both organised and non-organised exercise, recreation and sport, for all states and territories and for a variety of demographic variables.

The following tables provide key highlights on the data relating to golf. The ERASS report is available for download from the Australian Sports Commissions website or contact Golf Australia for current golf related data.

ERASS Data and Statistics - 2008

2008	MALES		FEMALES		TOTAL PERSONS	
STATE	Number '000	Participation Rate (%)	Number '000	Participation Rate (%)	Number '000	Participation Rate (%)
NSW	337.0	12.7	82.6	3.0	419.7	7.7
VIC	247.8	12.1	67.1	3.2	314.9	7.6
QLD	184.0	11.4	46.3	2.8	230.4	7.0
SA	46.9	7.6	9.9	1.5	56.8	4.5
WA	86.1	10.4	24.7	3.0	110.8	6.7
TAS	18.0	9.6	3.6	1.8	21.6	5.6
NT	6.4	8.1	1.6	2.1	8.0	5.1
ACT	16.6	12.6	2.3	1.7	18.9	7.0
TOTAL	**942.9**	**11.5**	**238.2**	**2.8**	**1181.1**	**7.1**

- The table above represents the most current data for golf participation for both organised and non-organised activity which is produced by the Australian Sports Commission and ACNeilsen each year. Current estimates point to almost 1.2 million participants in golf in the previous 12 months (through 2008). Females make up 20.2 percent of the golfing population.

ERASS Data and Statistics – 1999 - 2008

	MALES		FEMALES		TOTAL PERSONS	
YEAR	Number '000	Participation Rate (%)	Number '000	Participation Rate (%)	Number '000	Participation Rate (%)
1999	1,048.7	15.7	282.5	4.1	1,331.2	9.8
2000	1,059.2	15.6	265.6	3.8	1,324.8	9.6
2001	999.2	13.4	241.0	3.2	1,240.2	8.2
2002	1,060.4	14.0	276.7	3.6	1,337.1	8.7
2003	1,024.8	13.3	257.7	3.3	1,282.6	8.2
2004	1,028.0	13.1	222.6	2.8	1,250.6	7.9
2005	920.3	11.6	219.0	2.7	1,139.3	7.1
2006	858.4	10.9	232.5	2.8	1,090.9	6.8
2007	731.6	9.1	183.4	2.2	915.0	5.6
2008	**942.9**	**11.5**	**238.2**	**2.8**	**1,181.1**	**7.1**
Change 07/08	**211.3**	**+2.4**	**54.8**	**+0.6**	**266.1**	**+1.5**

- Golf participation rates and numbers peaked in 1998/99 with over 1.33 million players engaged in the game. While under pressure over the past decade, there appears to be the start of an upward trend with growth rates of over 22% in the past 12 months in terms of raw player numbers. It is not the intent of this report to debate these figures but merely to show that the game has a solid following.

ERASS Data and Statistics – Age Breakdown 2008

	15 to 24		25 to 34		35 to 44		45 to 54		55 to 64		65 and over		Total	
LOC.	Number '000	Part. Rate (%)	Number '000	Part. Rate (%)	Number '000	Part. Rate (%)	Number '000	Part. Rate (%)	Number '000	Part. Rate (%)	Number '000	Part. Rate (%)	Number '000	Part. Rate (%)
NSW	24.3	2.7	50.9	5.4	90.5	9.3	68.1	7.2	98.3	12.8	87.5	9.9	**419.7**	**7.7**
VIC	31.0	4.3	36.3	5.0	50.4	6.6	61.8	8.7	65.7	11.5	69.6	10.6	**314.9**	**7.6**
QLD	31.2	5.4	37.6	6.6	51.5	8.5	45.8	8.0	38.4	8.1	25.9	5.3	**230.4**	**7.0**
SA	1.8	0.8	7.5	3.8	6.5	3.0	11.1	5.0	14.9	7.9	15.1	6.7	**56.8**	**4.5**
WA	4.5	1.5	11.3	4.0	24.1	7.8	22.6	7.7	26.7	11.4	21.7	9.1	**110.8**	**6.7**
TAS	1.8	2.9	3.9	7.0	3.4	5.1	3.3	4.6	4.8	7.8	4.4	6.4	**21.6**	**5.6**
NT	0.6	1.9	1.0	2.9	2.1	6.5	1.7	6.1	1.7	9.0	0.9	8.2	**8.0**	**5.1**
ACT	1.2	2.3	1.5	2.8	4.4	8.7	4.7	10.0	4.1	11.3	3.1	9.6	**18.9**	**7.0**
TOTAL	**96.4**	**3.4**	**150.1**	**5.2**	**232.9**	**7.7**	**219.0**	**7.6**	**254.6**	**10.8**	**228.0**	**8.8**	**1181.1**	**7.1**

- The age breakdown shows that across the states Queensland leads the way with participation for those aged 15 to 24 years (5.4% participation rate), Tasmania is strong for those ages 25 to 34 years (7.0%), NSW leads across the 35 to 44 and 55 to 64 age categories. For those aged over 65 years, Victoria has the highest participation rate (10.6%).

ERASS Data and Statistics – 2008 by Region

	METRO		NON-METRO		TOTAL PERSONS	
YEAR	Number '000	Participation Rate (%)	Number '000	Participation Rate (%)	Number '000	Participation Rate (%)
NSW	256.8	7.5	162.9	8.2	419.7	7.7
VIC	230.8	7.5	84.0	7.7	314.9	7.6
QLD	116.3	7.9	114.1	6.3	230.4	7.0
SA	37.2	4.0	19.6	5.9	56.8	4.5
WA	74.6	6.0	36.2	8.8	110.8	6.7
TAS	10.5	6.4	11.1	5.0	21.6	5.6
NT	5.2	4.8	2.9	5.9	8.0	5.1
ACT	18.9	7.0	0.0	0.0	18.9	7.0
TOTAL	**750.3**	**7.0**	**430.7**	**7.3**	**1,181.1**	**7.1**

- Golf participation rates and numbers across the regions shows a high that Queensland (7.9%) has the highest participation rates in the metro area, while in regional areas, WA has the strongest rates (8.8%).

THE END