Report of Board Member for Finance

Directors' Report and Financial Statements for the year ended 31 March 2026 (The Accounts)

The Board set its profit budget for 2025/26 with a breakeven position; at the end of the financial year the Club made a £19k surplus.

The actual figures are set out in the Ellesborough Golf Club Limited 2025/26 Financial Statements circulated with the AGM papers.

Profit & Loss Account

A summary of the profit & loss account is on page 11 of the financial statements, which shows the Club's turnover was £1.83m with a surplus of £19k, 1.1% of the turnover. Pages 20 to 24 break these figures down into the main income and expenditure headings with the previous year's figures for comparison.

Whilst comparison of the actuals versus budget and prior year can be seen in the September 26 financial management report that will be handed out at the AGM below is P&L commentary from the May '26 Financial Update :

Looking back at 2025/26, we made good progress in growing income beyond subscriptions. Non-subscription revenue increased by £46k (9.3%), largely driven by a strong rise in green fees, which were up £29k (45%) year on year. Alongside a full membership, this meant total revenue grew by £0.2m (12%) compared to the previous year.

However, we also faced some significant cost pressures that offset these gains. There were three main drivers behind this. First, wage costs increased by £43k (6%), partly due to minimum wage rises and the resulting impact across salaries. Second, we made some important changes to key roles within the club, which led to one-off costs of £50k, including termination, overlap and sickness cover costs. Third, some operating costs rose sharply due to external factors—for example, water costs were £16k higher than the previous year, and utilities and business rates increased by £26k.

There was also a technical accounting change that resulted in a one-off benefit of £22k in the profit and loss account this year.

Overall, this meant that revenue for the year reached £1.83m (up £0.2m / 12%), while profit remained steady at £19k, in line with the previous year.

Balance Sheet

The balance sheet, on page 12, shows Net Assets of £1,305k, an increase of £19k over the prior year. The elements of Net Assets are :

Fixed Assets

The movement of fixed assets is on page 17 of the financial statements. The net book value as of 31 March 26 is £799k compared to £730k the previous year end.

Total capital expenditure in the year was £185k (£108k excluding Reservoir costs and change in Irrecoverable VAT policy) with depreciation of £116k giving net additions to fixed assets of £69k.

The main capital expenditure items in the financial year were:

- Reservoir Planning & Design - £54k
- Rubber Matting - £21k
- Water System - £29k
- Turf Roller - £19k
- Systems Upgrade - £29k
- Irrecoverable VAT relating to Capital Expenditure - £23k
- Other capital items - £10k

Cash

In terms of cash, we held £1,376k at the year-end which includes £899k relating to the following year's subscriptions (which is shown as a credit in the balance sheet). Excluding this our underlying cash balance is £477k compared to the previous year's underlying cash balance of £498k.

One thing to note re cash is we now hold a significant proportion of it on a platform that allows us to place the monies in the best interest bearing bank accounts based on how long we want to tie the monies up and ensuring we stay within the government's protection scheme. This will lead to a significant increase in our investment income in 26/27 at no additional risk to the club.

This Year

Budget 2026/27

The backdrop to setting the budget for '26/27 was a positive one in that we had full membership and a healthy waiting list of well over 50.

As such this year's budget is shaped as follows :

- Revenue of £1.96m (up £117k / 6.4%)
- Profit of £84k (up £64k / 325%)
- Cash generation of £25k after £170k of planned capital expenditure

To achieve this, the budget focused on :

- Continuing to grow non-subscription income, particularly in food and beverage, where we aim to reduce the current £50k loss to £15k

- Targeted investment both on and off the course to improve the overall member experience
- Making better use of our cash reserves by optimising interest income through an investment platform, which we expect to generate an additional £20k

Forecast 26/27

At the time of writing, we have published the April to August (five months) results. By the time of the AGM we will have reached half year and based on that will produce a full year forecast for presentation and discussion at the meeting. This will be distributed to the wider membership shortly afterwards.