

Tee Sheet Value and Utilisation Audit

A straightforward workbook to help golf clubs see when the course is being used, what different tee times are worth and where income may be being missed.

CLUB DETAILS

Club

Review period

Completed by

Date

For General Managers, club teams and committees.

Start with a normal week

Choose a period that reflects a normal week at the club. Note competitions, closures or anything else that may affect the figures.

WHY USE THIS AUDIT

A tee sheet can look busy overall while still having regular gaps. This audit helps the club look at bookings, income and spare tee times together, without affecting peak access or the member experience.

What you will need

Tee-sheet information	Income and customer information
Available tee times by day and period	Green-fee income by day and period
Booked and unbooked tee times	Member and visitor rounds
Cancellations and no-shows	Average green fee paid
Booking lead time	Membership income or usage data
Competition and society blocks	Discounts and booking-channel costs

Choose the review period

Review dates	Why this period is useful	Anything unusual to note
From: _____ To: _____		
Comparison period: _____		

FIRST QUESTION

Does the chosen period fairly reflect how the course normally trades?

☐ Yes ☐ Partly ☐ No

See how the week fills up

See which parts of the week fill well and where spaces regularly remain.

Day / period	Tee times available	Tee times booked	Use %	Typical booking lead time
Monday morning			%	
Monday afternoon			%	
Tuesday morning			%	
Tuesday afternoon			%	
Wednesday morning			%	
Wednesday afternoon			%	
Thursday morning			%	
Thursday afternoon			%	
Friday morning			%	
Friday afternoon			%	
Saturday morning			%	
Saturday afternoon			%	
Sunday morning			%	
Sunday afternoon			%	

SIMPLE CALCULATION

Use % = booked tee times ÷ available tee times × 100

What stands out?

- Which periods are regularly full or close to full?
- Which periods still have plenty of space within 48 hours of play?
- Do quieter periods repeat every week, or are they caused by isolated events?
- Are any blocks held back but rarely used?

What are different tee times worth?

Compare the income made with the tee times available. This shows which periods work well and where empty spaces bring in nothing.

Day / period	Tee times available	Rounds played	Income generated	Income per tee time available
Weekday mornings			£	£
Weekday afternoons			£	£
Friday			£	£
Weekend mornings			£	£
Weekend afternoons			£	£
Twilight			£	£

SIMPLE CALCULATION

Income per tee time available = income generated in that period ÷ tee times available

Round value

Type of play	Rounds	Income linked to play	Average income per round
Members		£	£
Visitors		£	£
Societies / groups		£	£
Flexible / lifestyle members		£	£
Other		£	£

KEEP IN MIND

A low figure does not automatically mean a time should be filled at any price. The club still needs to protect access, presentation, pace of play and the value of its normal green fee.

Check the price actually paid

Look at what guests actually pay after discounts, commission and booking costs.

Day / period	Advertised green fee	Average fee paid	Discount given	Booking / agency cost	Net income
Weekday mornings	£	£	£	£	£
Weekday afternoons	£	£	£	£	£
Friday	£	£	£	£	£
Weekend mornings	£	£	£	£	£
Weekend afternoons	£	£	£	£	£
Twilight	£	£	£	£	£

Questions about discounting

- Are discounts filling tee times that would otherwise remain empty?
- Would some guests have paid the normal rate?
- Are golfers being encouraged to wait for offers?
- Does the club know the net income after commission or booking fees?
- Are repeated offers making future income harder to predict?

CLUB VIEW

Discounting is currently:

- ☐ Rare and controlled
- ☐ Used for selected quiet times
- ☐ A regular way of filling the tee sheet

Where are the regular gaps?

Once a tee time passes unused, the chance to earn from it has gone. This section shows where that happens most often.

Day / period	Unbooked tee times	Still available 48 hours before	Still available 24 hours before	Possible income missed
Weekday mornings				£
Weekday afternoons				£
Friday				£
Weekend mornings				£
Weekend afternoons				£
Twilight				£

Why does the space remain unused?

Possible reason	Yes / no	Evidence or comment
Limited local demand		
Price does not match the time		
Little promotion of quieter times		
Poor weather exposure		
Booking window or access rules		
Competition or block-booking patterns		
Offer is unclear online		
Demand exists but is inconsistent		

MAIN GAP TO ADDRESS

The part of the tee sheet where the club appears to lose the most opportunity is:

Protect the member experience

The aim is not to fill every tee time. It is to use genuine spare capacity while protecting the times that matter most to members.

Period	Member demand	Visitor demand	Space available	Protection needed	Club view
Weekday mornings	High / Med / Low	High / Med / Low			
Weekday afternoons	High / Med / Low	High / Med / Low			
Friday	High / Med / Low	High / Med / Low			
Weekend mornings	High / Med / Low	High / Med / Low			
Weekend afternoons	High / Med / Low	High / Med / Low			
Twilight	High / Med / Low	High / Med / Low			

Ways to protect members

- Shorter booking windows for selected users
- Higher prices or tighter access at peak times
- Clear limits around competitions and member priority
- Regular review of the points, price or access structure
- No displacement of existing bookings or dependable income

CLUB PRINCIPLE

The periods we must protect are:

The periods where we can safely encourage more play are:

Decide what to do next

Different gaps need different answers. The club may need to review price, improve promotion, build repeat demand or leave a period alone.

Issue found	Possible response	Suitable for this club?	Reason
Peak time sells too quickly	Review price or access	Yes / No	
Quiet times lack awareness	Improve website and local promotion	Yes / No	
Bookings come very late	Build more repeatable demand	Yes / No	
Discounts drive most bookings	Reduce reliance on offers	Yes / No	
Regular visitors do not join	Create a clearer membership pathway	Yes / No	
Spare capacity repeats weekly	Consider controlled flexible access	Yes / No	
Held blocks go unused	Review block-booking rules	Yes / No	
Cancellations create gaps	Review reminders and cancellation terms	Yes / No	

Three priorities

Priority	Action	Who	By when	Expected effect
1				
2				
3				

Club summary and next step

Bring the main findings onto one page for the club team and committee.

Main finding	Club figure / comment
Overall tee-sheet use	%
Lowest-use period	
Highest-use period	
Income per tee time available	£
Estimated value of unused space	£
Main area of risk	

Agreed actions

Priority	Action	Who	Review date
1			
2			
3			

Where flexible membership may fit

If the audit shows regular spare capacity, especially during quieter weekday or afternoon periods, a carefully controlled flexible membership may help the club create more dependable income from times that would otherwise remain unused.

PlayMoreGolf helps clubs attract and manage this audience while the club keeps control of pricing, booking windows, access rules and peak-time protection. The aim is not to fill the course at any cost. It is to make selected parts of the tee sheet work harder without weakening traditional membership or existing income.

A PRACTICAL CONVERSATION

Use the completed audit to speak with the PlayMoreGolf club team about quieter periods, current yield, the golfers the club would like to attract and the safeguards it needs.

Notes

playmoregolf.com