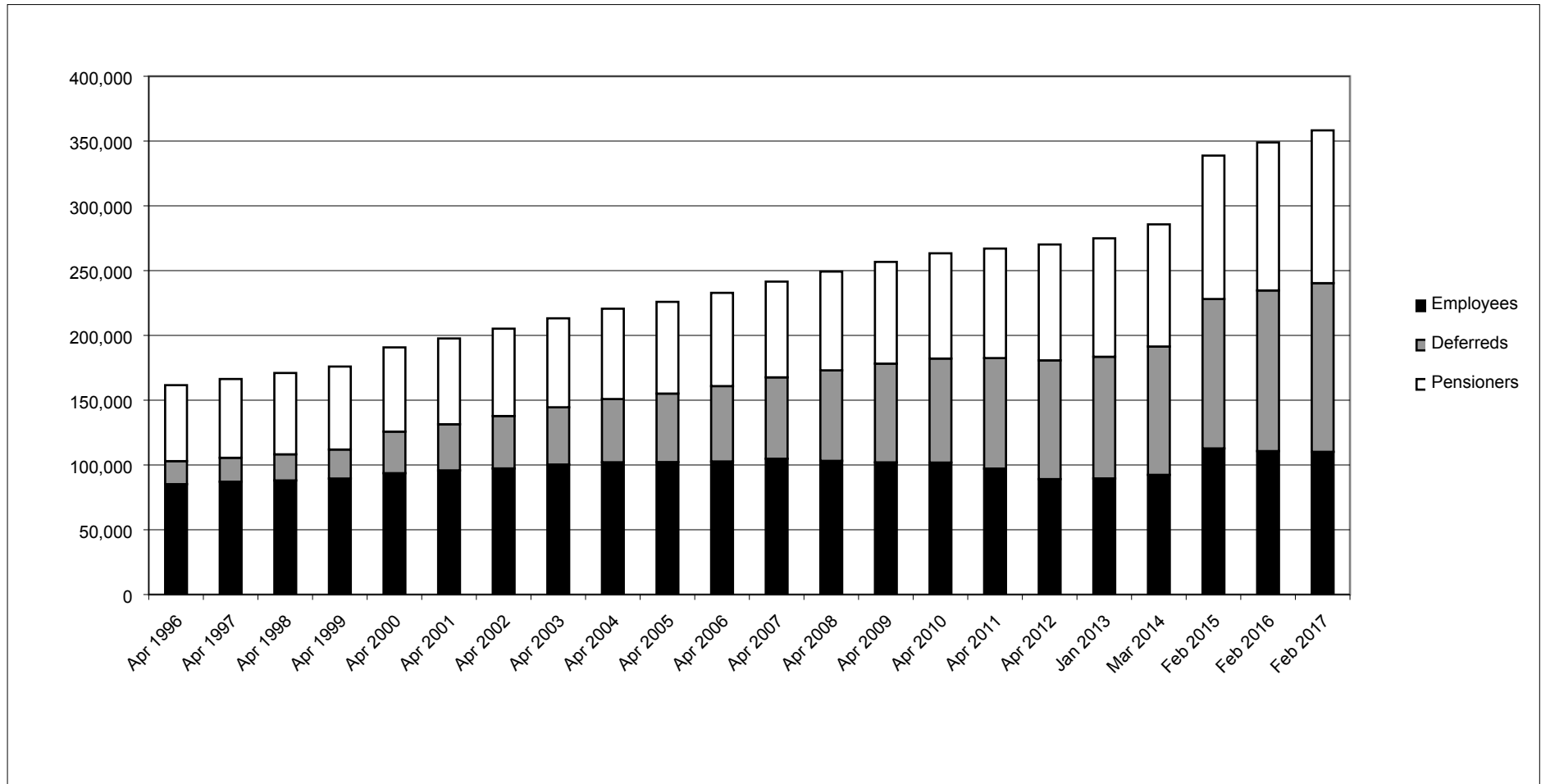
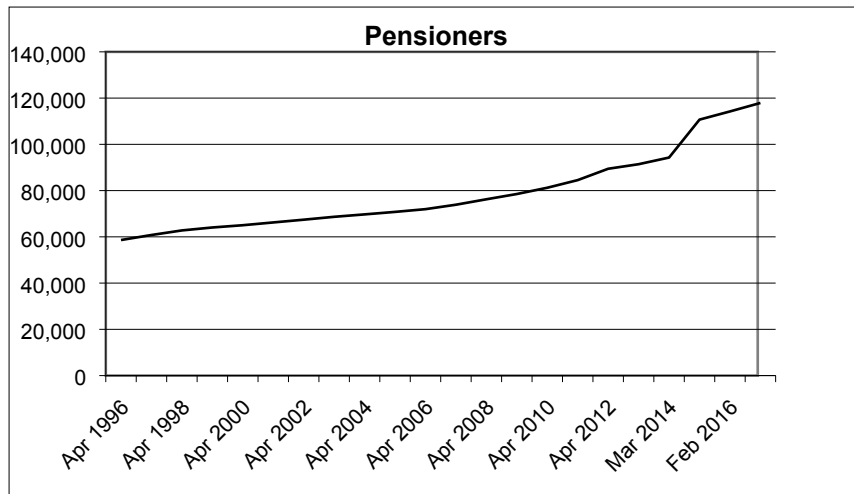
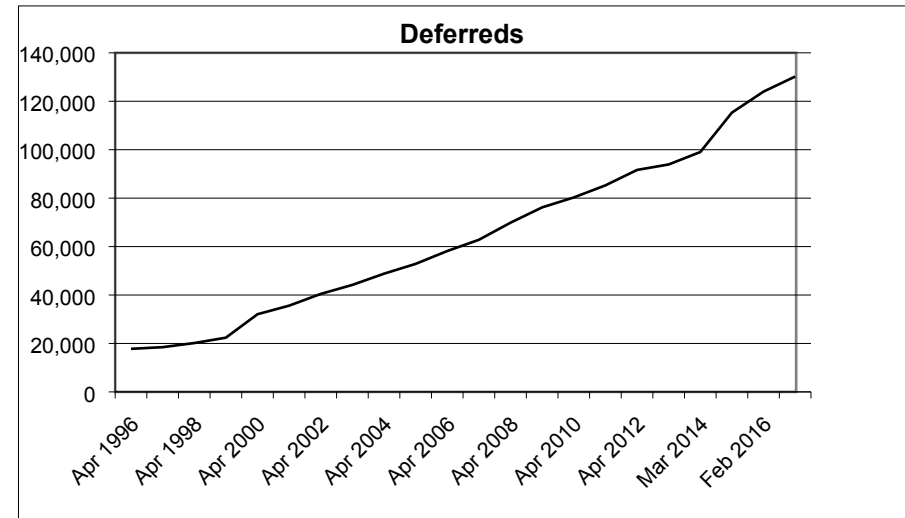
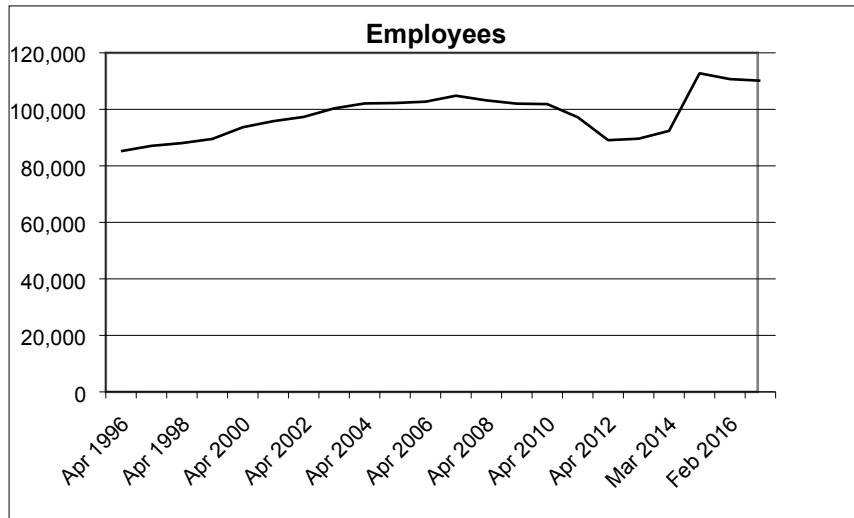


APPENDIX 1

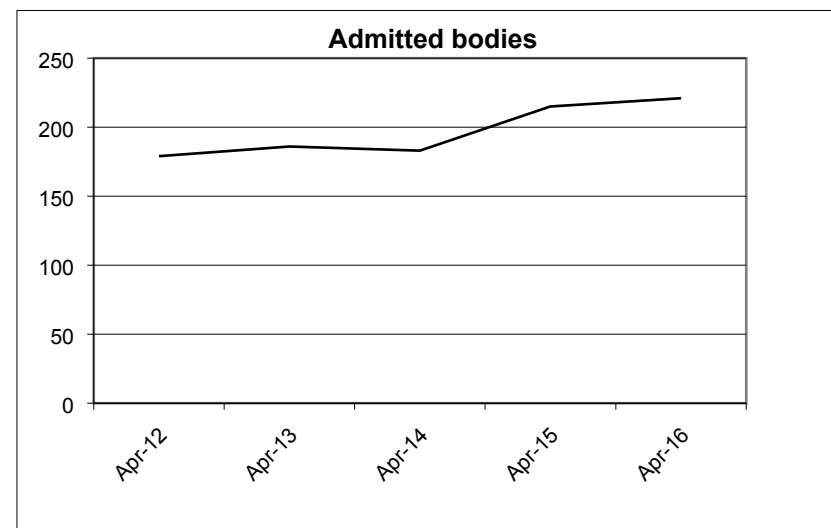
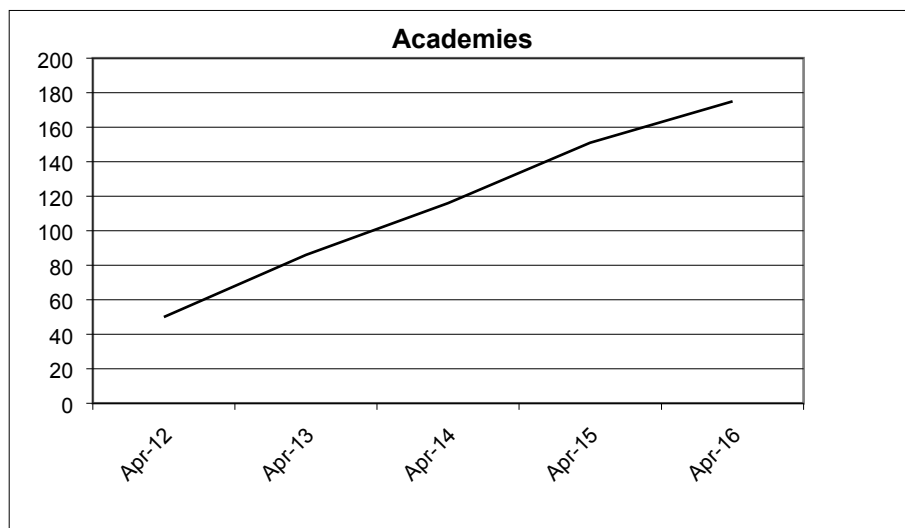
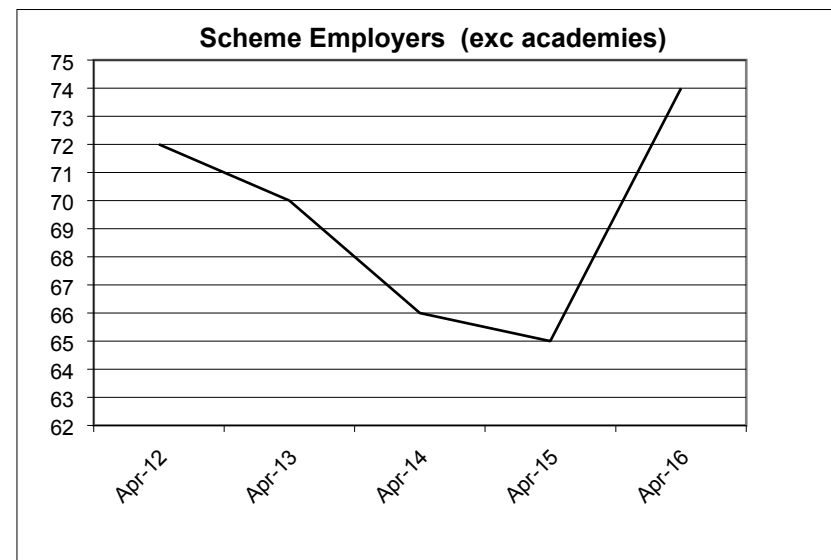
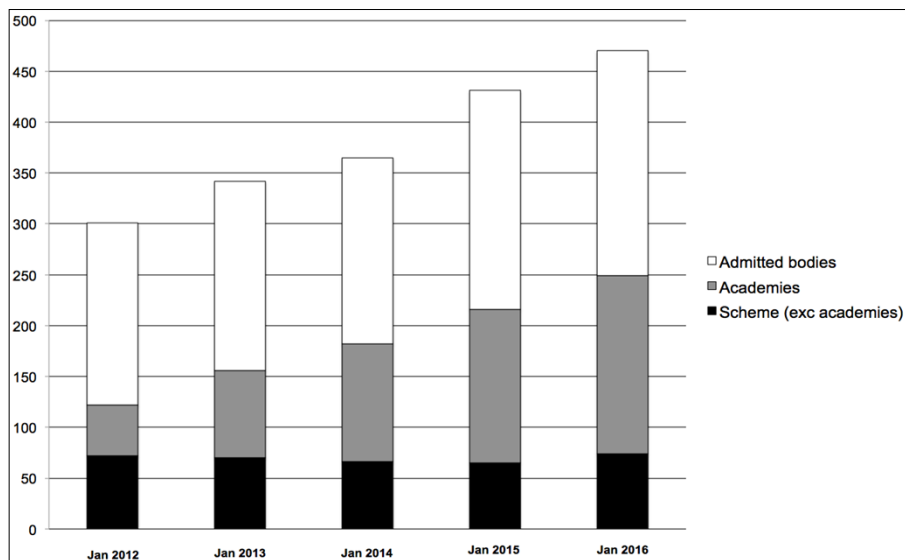
Membership Statistics





APPENDIX 2

Employer Statistics



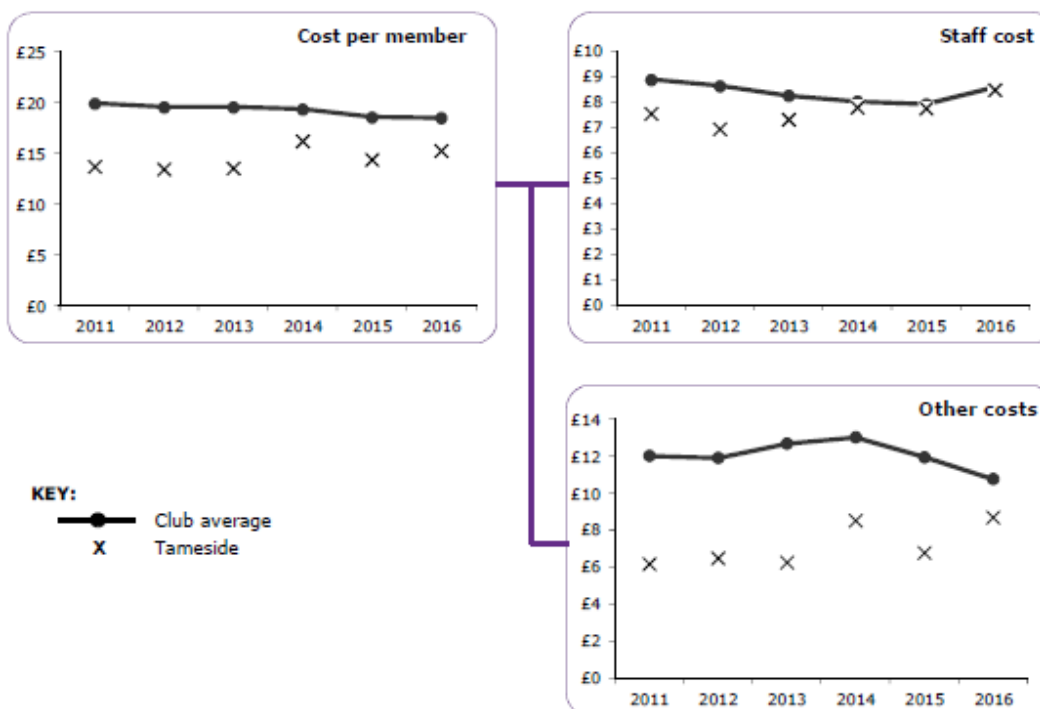
APPENDIX 3

CIPFA benchmarking cost analysis

SECTION 7 - TIMESERIES

The 2016 averages are the actual club averages.

For previous years, the averages shown here are scaled up or down from the 2015 figure based on the average rate of change in each year. This is calculated using data from members who supplied figures in consecutive years, otherwise the simple average in each year would be distorted by changes in the composition of the club from year to year.



Time series analysis						
	2011	2012	2013	2014	2015	2016
Members	267,380	270,174	277,258	287,118	342,776	351,770
Net cost (£'000)	3,668k	3,631k	3,768k	4,652k	4,936k	5,368k
Cost per member	£13.72	£13.44	£13.59	£16.20	£14.40	£15.26
Average	£19.93	£19.57	£19.57	£19.36	£18.57	£18.51
Staff cost	£7.54	£6.94	£7.32	£7.79	£7.76	£8.48
Average	£8.89	£8.64	£8.26	£8.03	£7.92	£8.58
Other costs	£6.17	£6.49	£6.27	£8.52	£6.78	£8.70
Average	£12.03	£11.91	£12.69	£13.04	£11.96	£10.77