

**Minutes of the CGLMC Ltd Finance Committee Meeting held in the Private Dining Room,
Links House on Monday 10th December 2018**

Present: P Sawers (Chairperson), G Murray (Finance Convenor), C Yule, K Fraser, T Healey, J McLeish

Attendees: M Wells (Chief Executive), A Simpson (Finance Director), D McDonald (Finance Manager)

Meeting began at 1730 hours.

1. Apologies

D Cheape, A McColgan, A McKeown

2. Declaration of Interest

None.

3. Finance Director Executive Report

A Simpson presented and covered his executive report.

4. Financial Performance

(i) **Management Accounts**

A Simpson appraised the committee with an overview of the managements accounts. He highlighted that Christmas bookings in The Rookery were performing well, with over 900 bookings for December so far. He added that the look ahead over the winter months remains strong and that the executive are looking to introduce incentive packages for visiting golfers, which would include multiple rounds of golf and a food & beverage offer during the shoulder months.

(ii) Forecast to 31st March 2019

A Simpson summarised the total revenue and explained that there is a forecasted shortfall for the year, namely down to a bullish forecast for The Rookery. This has been offset by several savings which has resulted in our forecasted operating surplus at 31st March to be in line with budget.

5. Statutory Accounts

A Simpson communicated that the auditors are now happy with the accounts and have issued what they deem is the final version ready for signing. He explained that going forward, the finance timetable has the statutory accounts scheduled in to be approved and signed off by October. A Simpson explained that going forward, the finance team will be taking the secretarial duties (such as the completion of the annual return for OSCR and companies house notifications) back in house, as they are currently undertaken by our solicitors.

K Fraser asked if the audited accounts were going to come to the board to sign off and asked if we had received a report raising any issues. A Simpson confirmed that the auditor had not raised any major concerns and that there were no items raised as an issue within the report.

The sub-committee approved the statutory accounts and P Sawers and G Murray clarified they were happy to sign them off.

6. Pricing

A Simpson explained that CGLMC are undergoing a complete review of all commercial aspects of the golf product with a view to having a proposal ready for the Trustees in Q1 of 2019.

Season Ticket Pricing

A Simpson presented a STH Pricing Report recommending the STH price for 2019. He talked through the report and requested approval for the STH pricing and the introduction of fees related to returned direct debits. He proposed a charge for every returned direct debit, highlighting the administrative efforts that are involved during this process.

D McDonald explained the process of requesting and receiving monthly direct debits and what happens when these are rejected. D McDonald also advised that the STH guide required to be reviewed in respect of Terms and Conditions for all categories including VIP and Performance centre.

After discussions it was agreed that a policy be proposed by the executive to deal with repeat missed direct debit payments from Season Ticket Holders.

A Simpson advised that we are looking to remove these additions from the STH type and changing the payment method of these due to the issues this creates.

P Sawers stated that this would also be a chance to look at the VIP scheme as this hasn't been reviewed.

G Murray asked if everyone was happy to separate VIP & Performance Centre service from the STH direct debits, this was agreed.

Proposal to charge for returned direct debits was referred back to the Executive.

The Finance sub-committee agreed approve the following to be taken to the Full Board for approval;

- (i) An inflationary increase to the Season Ticket price for 2019 as presented within the agenda by the executive.

Tassie 2019 Pricing

A Simpson presented a report for approval of the Tassie price for 2019, for which dispensation had been granted at the Full Board meeting of 12th November 2018 to the Finance sub-committee.

Discussions took place regarding this and was agreed that the Tassie entry fee would be £300 for 2019 which includes £40 of Rookery vouchers (4 x £10 vouchers).

The Finance sub-committee approved;

- (i) The Tassie price for 2019 be increased to £300 which includes £40 of Rookery vouchers.

Proposed: K Fraser

Seconded: J McLeish

7. Trade Marking

M Wells presented a Board Report on Trademarking 2 phrases which are repeatedly used to describe golf at Carnoustie and the wish to formally incorporate these into the brand.

- Golf's Greatest Test
- The Carnoustie Way

M Wells described the ways in which he envisaged these phrases being used.

After discussions, the Finance sub-committee agreed to recommend the following to the Full Board for approval;

- (i) Provide the budget (as stated in the proposal) required to facilitate the Trademarking of 2 phrases "Golf's Greatest Test" and "The Carnoustie Way".

8. Timing of Meetings

A Simpson presented a draft format of proposed committee meeting dates in 2019.

9. Any Other Competent Business

Outsourcing of Payroll

A Simpson advised the outsourcing of payroll and clarified that we had received 6 submissions to our Request for Proposal.

K Fraser asked the benefits of outsourcing and the impact to the organisation as a whole. A Simpson advised the main advantages of this and sub-committee agreed for this to go forward.

Audit

A Simpson informed that in Q1 we would be putting out a tender for Audit

Supplier Review

A Simpson explained that we are currently going through a supplier review to streamline our current list.

Portakabin

T Healey asked when Portakabin were uplifting the units. A Simpson advised that after correspondence with Portakabin, they will be removed in the New Year.

There being no further business the meeting closed at 1830 hours.