

**ENGLISH GOLF UNION LIMITED (Trading as ENGLAND GOLF)  
Company Number 05564018 ("the Company")**

MINUTES OF THE MEETING OF THE BOARD HELD AT THE GRANGE CITY HOTEL, 8-14 COOPERS ROW, LONDON, EC3N 2BQ ON MONDAY 5<sup>TH</sup> AND TUESDAY 6<sup>TH</sup> MARCH 2018

PRESENT:

MR N COWARD  
MR N PINK  
MR S WILSON  
MS M BRASS  
MR M PASK  
MRS C ALFORD  
MRS P CROWSON  
MRS J DEAN  
MR R HARRISON  
MR J PETERS  
MR D POOLE  
MRS C WAIGHTS  
MR I J WATKINS  
MR L WILSON

CHAIRMAN  
CHIEF EXECUTIVE  
FINANCE DIRECTOR  
SENIOR INDEPENDENT DIRECTOR  
INDEPENDENT DIRECTOR  
ELECTED DIRECTOR  
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ELECTED DIRECTOR  
ELECTED DIRECTOR  
ELECTED DIRECTOR

MR R FINDLAY

COMPANY SECRETARY

IN ATTENDANCE:

MR J WILLIAMS  
MR R FLINT (IN PART)  
  
MS A LENCH (IN PART)  
MRS T ALLEN (IN PART)

PRESIDENT  
DIRECTOR OF PARTICIPATION AND  
CLUB SUPPORT  
HEAD OF CLUB SUPPORT  
MARKETING AND COMMUNICATIONS  
DIRECTOR

1. APOLOGIES FOR ABSENCE

Mr A Booth

2. DECLARATIONS OF INTEREST

All Board members were invited to review the standing Declarations of Interest and ensure that all potential conflicts were included.

3. DRAFT BUSINESS PLAN

The Chairman reminded the Board that at the last meeting the Board had challenged the Executive with coming up with a long-term business plan for the organisation. The need to have a long-term focus had also come out of the Board evaluation.

The CEO presented an initial report to the Board which set out an outline long-term Business Plan for England Golf. The next General meeting would include a dedicated session on this.

The Board then broke at 6.20pm for the evening and resumed at 8.30am on Tuesday 6<sup>th</sup> March 2018.

#### 4. DIGITAL PROJECT UPDATE

Mrs Allen attended to update the Board on developments with the website, CRM and Get Into Golf projects.

Mrs Allen reported on the England Golf Awards 2018. The Board congratulated all involved in a very successful event.

#### 5. MINUTES OF THE BOARD MEETINGS HELD ON 30<sup>TH</sup> NOVEMBER 2017

The Minutes were approved as an accurate record of both meetings, save that it would be recorded that Mr Poole had stated his view that England Golf is too focussed on elite golf in activity and therefore resource and that there was a need to reprioritise on promoting involvement in the game. The Company Secretary was asked to update the Minutes accordingly.

**ACTION: CS**

#### 6. COMMITTEE AND WORKING GROUP REPORTS

The Audit & Finance Committee had had met on 20<sup>th</sup> February 2018, the majority of which business was covered in the Business Report. The previous meeting Minutes were taken as read.

The Governance Committee had met on 20<sup>th</sup> February 2018. Mrs Dean presented the main elements of the discussion, which included demands in the Governance Department, which was being actioned. The Risk Register was to come to the June Board meeting.

**ACTION: CS**

The Chairman asked that the timings of meetings and the drafting of Minutes be timed to allow the latest Minutes, at least in draft, to be brought to the following Board meeting.

**ACTION: CS**

The Minutes of the Nominations Committee were taken as read.

Mr Watkins updated the Board on the work of the Championship Working Group, which had been ongoing for 12 months. He wanted to thank the Championship Department for their work during that time. The Working Group felt that the Championship Working Group should continue to meet informally on a bi-annual basis to ensure liaison between England Golf, Regions and Counties, which was approved.

Mrs Crowson felt that the Working Group had done a very good job in looking at improvements, but noted that one of its initial aims had been to review the number of events run by England Golf, which had not been looked at.

#### 7. STRATEGIC PLAN REPORT

The Chief Executive Officer presented a report on the strategic plan. He drew out the main issues:

- The People Strategy had been finalised and captured in a document to be circulated to all existing and new staff.
- A Staff Survey had been carried out at the end of 2017 and recently reviewed at the Senior Management Team. The big themes were consistent with the People Strategy.
- The Chief Executive Officer reported on the positive progress he was making, with the support of Mr Pask, on developing more commercial partners. The Awards had been important in securing interest from existing and potential sponsors.

Ms Brass asked for an update on the various partnerships and the benefits they bring. The Chief Executive Officer agreed to produce that for the June 2018 Board meeting. Mr Pask also suggested establishing a commercial working group, which the Board supported.

**ACTION: CEO/CS**

8. ENGLAND GOLF BUSINESS REPORT

a. Finance

The Finance Director presented the finance section of the Business Report.

b. Approval of Annual Accounts for the Year Ended 31<sup>st</sup> December 2017

The Finance Director presented the consolidated Annual Accounts for the Year Ended 31<sup>st</sup> December 2017, supported by Mr Harrison as chairman of the Audit & Finance Committee. Woodhall Spa made a surplus of approximately £130,000 before tax and England Golf had an operating deficit of approximately £290,000. Once deductions had been made this was in line with the deficit approved by the Board. The auditors gave an unqualified audit report. They had raised some operational issues which the Audit & Finance Committee had considered and which were reported to the Board.

The Board approved the annual accounts subject to adding in a note explaining the increase in staff costs as suggested by Mr Poole.

c. Affiliation Fee 2019

The Finance Director recommended an affiliation fee for 2019. The Finance Director reminded the Board that the need for a rise had been raised at the General Meeting in November and there had been no negative feedback to date to a raise, although no actual figure had been mentioned. The Chairman advised that there was some work to be done on positioning and modelling, which would be done over the next week with a further communication to Board members. He noted that the proposal to Voting Members would be regrettably late, and therefore not consistent with the way the Board was to engage with Voting Members on important issues such as this.

**ACTION: CEO/FD**

d. Woodhall Spa Golf Management

The Finance Director presented the Woodhall Spa Golf Management (WSFM) accounts, which were within the consolidated accounts but also separated out. The Board noted the accounts.

The Board commended the Woodhall Spa Golf Management Board and staff.

e. Health and Safety

The Board noted issues raised in the Business Report.

f. People

The Board noted the update on staffing issues in the Business Report.

g. Update on the 2017 Balanced Scorecard and Strategic Plan Performance Measures

The Company Secretary reminded the Board that the updated Balanced Scorecard 2017 was reported at the last Board meeting with the vast majority of Board-approved Actions on target for completion. The final end of year figure was 87.5% against a Board target of 85%.

The Company Secretary advised the Board that Executive has now completed the Operational Plan 2018, a draft of which had been signed off by the Board at the most recent meeting, and which is being reviewed at Senior Management Team meetings on a monthly basis.

h. Governance

The Finance Director and the Company Secretary updated the Board on the proposed resolutions to the General Meeting. The Board approved resolutions to amend the Rules in relation to the updated Affiliation Terms and Conditions: the Board approved affiliation of Artisan's Clubs to counties too; and addressing the current inequality in the Rules in relation to the Ladies Regions.

Hertfordshire Golf Limited and Wiltshire Golf Limited's respective applications for C status were approved and the former Unions and Associations were disaffiliated.

9. ANY OTHER BUSINESS

The Chairman returned to the draft Business Plan set out by the Chief Executive the previous day. Before the issues were raised with the Voting Members Representatives in April and across the summer, he felt it would be helpful to get feedback on the proposals from the Board. The Board each individually commended the outline presented and supported it being presented to the Voting Member Representatives at the Forum in April.

10. DATE AND TIME OF NEXT MEETING

2.00pm on Thursday 19<sup>th</sup> April 2018 at The National Golf Centre, The Broadway, Woodhall Spa, Lincolnshire, LN10 6PU

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Chairman

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6<sup>th</sup> March 2018