

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

MINUTES OF THE MEETING OF THE BOARD HELD AT THE NATIONAL GOLF CENTRE, THE BROADWAY, WOODHALL SPA, LINCOLNSHIRE, LN10 6PU ON THURSDAY 30TH NOVEMBER 2017 AT 8.15 AM

PRESENT:

MR N COWARD
MR N PINK
MR S WILSON
MS M BRASS
MR M PASK
MRS C ALFORD
MR A BOOTH
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
ELECTED DIRECTOR
ELECTED DIRECTOR
ELECTED DIRECTOR
ELECTED DIRECTOR
ELECTED DIRECTOR
ELECTED DIRECTOR
ELECTED DIRECTOR
ELECTED DIRECTOR
ELECTED DIRECTOR

MR R FINDLAY

COMPANY SECRETARY

IN ATTENDANCE:

MR J WILLIAMS
MR R FLINT (IN PART)

MS G HUNTER (IN PART)

MR R MORELAND (IN PART)

PRESIDENT
DIRECTOR OF PARTICIPATION AND CLUB SUPPORT
HANDICAP AND COURSE RATING MANAGER
INDEPENDENT CONSULTANT

1. APOLOGIES FOR ABSENCE

None

2. DECLARATIONS OF INTEREST

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

There were no additional conflicts to declare in relation to the Board agenda.

3. MINUTES OF THE BOARD MEETINGS HELD ON 8th SEPTEMBER 2017

The Minutes were approved as an accurate record of both meetings. There were no matters arising that were not covered elsewhere in the agenda.

4. STRATEGIC PLAN REPORT

Mr Flint presented to the Board on the Increasing Membership and Participation Project (IMP), the summary report and the findings from which had informed the funding bid to

Sport England. Most of the funding from Sport England was allocated to the employment of the Club Support Officers and Mr Flint set out their role and objectives and the change to a consistent employment status from April 2017.

The CEO explained that there were now more measures in place to monitor progress and to be able to report on activity. The Chairman asked for a tracker of what activity is being undertaken to ensure that an easily digestible report could be made to the Board on a regular basis.

Mr Flint provided the Board with an update on implementation of the disability golf plan and of the England Golf Disability Manager.

The Board instructed the Executive to develop a worked-up systems and business case as to how it will use the World Handicap System to better engage with golf club members and independent golfers, all as part of the long-term business plan.

ACTION: CEO

The Finance Director advised the Board on affiliation fees collected by the Artisans Golf Association. The Board instructed the Executive to mandate the AGA to collect fees due to counties as well as to England Golf.

ACTION: FD

The Chief Executive Officer presented a report on the strategic plan.

The Board considered the request from the Warwickshire Union of Golf Clubs for further funding for county teams in county finals. It was agreed that further information on costs from Unions and Associations was needed. This one point should be included in a wider review of regional funding.

5. ENGLAND GOLF BUSINESS REPORT

a. Finance

The Finance Director presented the finance section of the Business Report. He drew out the following main issues:

- The club audit process had been successful. In 2018, counties would be encouraged to do their own audits and England Golf would continue with its own. The switch in emphasis would be to remote audits with some but fewer physical audits. This might mean more clubs could be audited and would also allow a focus on the second collections.
- Northumberland had approached England Golf to collect the club affiliation fees centrally. The Board agreed to do this as a pilot.
- England Golf's comparison against the benchmarking exercise carried out amongst National Governing Bodies by Haysmacintyre. In particular this highlighted that of all the NGBs in receipt of public funding, we were the least reliant; that we had the lowest staffing cost per head; and that many NGBs were struggling with commercial income.
- The Management Accounts 2017 were noted.

It was reported that there were no major Health and Safety issues.

b. Approval of 2018 Budget

The Finance Director explained the three-level process – Senior Management Team, Audit & Finance Committee and Board - for approving the budget and presented the budget

report for 2018. The CEO explained that this zero-based budgeting had been a major shift in the Executive's approach but there were some limitations on this as some funding, such as ring-fenced Sport England funding, could not be included in the process. The Board agreed the budget subject to amending to include the full costs of the three General Meetings in the final budget. There was also a discussion around greater investment into safeguarding and disciplinary, which had both seen increases.

The Executive was tasked with creating a business plan cover a longer period than 2021, on various assumptions and scenarios both on the activity/expenditure and income side. This must also include the issues of independent golfer proposals and take special account of the opportunities presented by the adoption of a new handicapping system and its underlying technological solution.

c. Woodhall Spa Golf Management

The Finance Director advised the Board of the successful year WSGM had experienced in 2017, including the positive contribution of England Golf's Golf Week event. He also brought the 2018 budget, which was signed off by the Board.

d. Approval of 2018 Operational Plan

The Board approved the 2018 Operational Plan, the new approach, and the proposal to report to the Board at six monthly intervals.

e. Update on 2017 Balanced Scorecard

The Board noted the Company Secretary's update on the 2017 Balanced Scorecard and the projection that the Executive would exceed the target set by the Board at the start of the year.

f. Governance

The Company Secretary updated the Board on England Golf's compliance with the Code for Sports Governance. Sport England were scheduled to advise governing bodies of their compliance status in December 2017.

Derbyshire County Golf Limited's application for C status was approved and the former Union and Association were disaffiliated.

g. Committee and Working Group Reports

The Audit & Finance Committee had met the previous week and most of its discussion had been covered in the Finance Directors verbal report. Mr Harrison advised that a pre-audit report had been discussed and agreed with the auditors.

The Governance Committee had met the previous day. Mrs Dean presented the main elements of the discussion.

The Nominations Committee had met the previous day. The Chairman presented the main elements of the discussion and the proposed timeline for the 2018 Board election.

The People Strategy Working Group had met the previous day. Mrs Waights presented the conclusion of the task and complete group that the task was complete. Responsibility would now vest in the Senior Management Team. It was agreed that the HR Manager would present at the Board meeting in March 2018.

6. BOARD EXTERNAL REVIEW

Mr Moreland presented the findings of the external Board review. The Board considered the conclusions and agreed for the Chairman to implement some immediate changes to the next Board meeting and to then bring suggestions for wider areas for discussion at the next meeting. This would include the outstanding issues to be resolved from the recently approved Governance Framework

7. ANY OTHER BUSINESS

The Chairman, CEO and Company Secretary updated the Board on various outcomes of recent safeguarding investigations.

8. DATE AND TIME OF NEXT MEETING

4-6pm on Monday 5 March and 9.30am on Tuesday 6 March 2017 at The National Golf Centre, The Broadway, Woodhall Spa, Lincolnshire, LN10 6PU

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Chairman

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30 November 2017