

**Minutes of the CGLMC Ltd Finance Sub-Committee Meeting held in the CGLMC Ltd Office  
at 20 Links Parade on Monday 15 December 2014**

Present: G Murray (Convenor), P Sawers, W Thompson, A McColgan, A McKeown,  
J McLeish, H Oswald, R Gillespie

In Attendance: G Duncan (General Manager)

Meeting began 1900 hours.

**1. Apologies**

There were no apologies.

**2. Income And Expenditure Figures**

G Murray explained, in the finance manager's absence, he would take any questions with regard to the income and expenditure figures up to the end of October.

G Duncan explained that the surplus was high at the end of October but we were now entering a period where there was a loss every month until April. G Duncan said the anticipated surplus would be close to last year's surplus.

P Sawers queried the cost of the golfer's souvenir in October which was in excess of the budget. G Duncan said he did not know why this was the case but he would find out and report back.

**3. Budget Update**

G Murray said the budget process was now almost concluded and that the full budgets for CGLMC Ltd and Carnoustie Golf Links Ltd would be presented to the finance committee on 26 January 2015. He said summary documents had been provided to the finance sub-committee to review prior to that full budget presentation and he would be happy to take any questions prior to that meeting.

A McColgan asked about the percentage of sales in the pro-shop which would be to members. He estimated it looked like around 5%. W Thompson said it was around that figure although that was possibly slightly high in terms of member's sales. A McColgan asked about the strategy to increase sales to members and W Thompson said he would be happy to sit down with A McColgan and go over the sales strategy for the pro-shop in some detail.

P Sawers said the biggest issue with regards to member's sales was the pricing strategy in the shop which was very much geared to the visiting golfer.

W Thompson said it was important to protect the product and that we were most certainly a higher end retail shop. He said there was a delicate balance with regard to stocking the shop and making sure that the profit margin of 53% was achieved.

#### **4. Finance Implications of Charitable Status**

G Duncan went over the 3 options which HMRC were considering with regards to the charitable status changeover on 17 November 2014. He explained to the sub-committee the financial implications of the options and said he would let the committee know immediately a decision had been received.

#### **5. Pro-Shop Staffing Proposals**

G Murray said that a staffing proposal had been received from the pro-shop sub-committee and asked W Thompson to go over the details. W Thompson explained the pro-shop sub-committee recommendation and this was agreed and approved for recommendation to the full board of trustees.

H Oswald expressed concern when reviewing the document with regard to the employee who was receiving minimum wage. She suggested that Carnoustie Golf Links as an employer should pay the "living wage" as the lowest salary offered. This was also recommended for approval to go to the full board of trustees.

#### **6. AOCB**

P Sawers asked if a column could be added to the CGLMC Ltd budget to show the budget figures from the previous year as this made comparison more straightforward for the sub-committee. G Murray said he would ensure that this was done.

G Murray said that he understood from the Environment sub-committee that a request had been made for a separate category to be placed in the budget for environmental works.

W Thompson said he had suggested this in order to ensure that environmental funds were properly secured in the budget, rather than money having to be found within the greenkeeping budget. He said this would also assist with meeting the charitable object concerning environmental works.

G Murray said the budget would be amended to show this new category.

Meeting closed 2000 hours