

Company Registration No. SC389638 (Scotland)

CGLMC LIMITED
(LIMITED BY GUARANTEE)
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017
SCOTTISH CHARITY NUMBER: SC045236

Henderson Black & Co

**CGLMC LIMITED
(LIMITED BY GUARANTEE)
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**CGLMC LIMITED
(LIMITED BY GUARANTEE)
TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2017**

The Trustees have pleasure in presenting their report together with the audited financial statements of the charity for the year ended 31 March 2017.

The financial statements have been prepared in accordance with the accounting policies set out on pages 18 to 20 and comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2016, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014.

Chairman's Report

2016 saw Carnoustie host another of golf's great tournaments, the British Seniors Open Championship. The event was won in fine style by Paul Broadhurst in a close contest with Miguel Angel Jiménez.

Once again the Championship Course was presented in magnificent condition for the event, which was played in fine weather in front of small but enthusiastic crowds. My particular thanks go to the many volunteers who willingly gave up their time and who are essential to the successful running of these tournaments.

2016 was also notable because CGLMC was able to increase the direct financial contributions to the town in the form of charitable grants. This will now form an important part of the annual activities of CGLMC, as we seek to fulfil our charitable responsibilities.

I would like to pay tribute to the efforts of all Trustees during 2016. Trustees, particularly the sub-committee convenors, devote many unpaid hours to the management of the Carnoustie golf courses.

I also want to thank our staff, who once again produced golf courses in magnificent condition, and looked after our customers so well.

2016/17 saw the start of the construction of the new Golf Centre, which will not only be a major asset to Carnoustie Golf Links, but will be a significant new venue for the people and town of Carnoustie.

The Craws Nest Tassie continued to be an incredibly popular event, being sold out in less than 10 minutes when the entries opened in January. The Tassie brings over 300 golfers to Carnoustie every year and is of huge importance to the local economy.

Much environmental work was undertaken during the year. We are engaged in Operation Pollinator, which is a national initiative to conserve and improve the nation's bee population. We are implementing the recommendations of the full ecological survey by Dr Bob Taylor of STRI, which provides us with the guidance needed to actively manage the rich coastal grassland and protect the wildlife which inhabit this sensitive environment.

There remains a significant annual increase in the investment we make to support junior golf. This support for the future is a fundamental responsibility of CGLMC and one to which the Trustees remain very committed.

In closing, I would like to thank all the golfers who supported us by coming to play over our 3 courses in 2016 and, by doing so, allowed us to carry out our Trustees duties, and to maintain the golf courses for the future enjoyment of everyone who wishes to come and play our great game.

Patricia Sawers, Chairman of Trustees

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Objects and Activities of the Charity

CGLMC Limited was granted charitable status by the Office of the Scottish Regulator (OSCR) on 17 November 2014 since when our key drivers are our charitable purposes.

These objects demand of us:-

- to promote the provision or development of recreational facilities in the Carnoustie area with the object of improving the recreational facilities or activities available to citizens residing within the Carnoustie area;
- to promote the advancement of the arts, heritage and culture for the benefit of citizens residing within the Carnoustie area;
- to promote the advancement of community development for the benefit of citizens residing within the Carnoustie area; and
- to promote the advancement of environmental protection or improvement.

With three 18-hole links courses, the Championship Course, Buddon Links and Burnside, Carnoustie is open to the public and has three superb golf courses to cater for every golfer. The golf courses are open every day welcoming visiting golfers from all over the world, CGLMC season ticket holders and Angus residents.

As a Company Limited by guarantee with registered Charitable status, our clear strategic intention is reflected in (i) our Articles of Association and (ii) our contractual and legal obligations to Angus Council, our principal client for delivery of key services to:

Operate Carnoustie Golf Links as a world leading venue offering an outstanding golfing experience to all and benefiting the local community.

Our continued success is dependent on continued fulfilment and delivery of our obligation to maintain our golf courses to a standard capable of achieving Open Championship status (which event generates an estimated £140m for the wider community). The Championship status of our course attracts visitors globally who in turn contribute circa 75-80% of our annual income. At the same time, we must look after local players and season ticket holders making golf accessible and available locally. More broadly we also seek to benefit the local community of Carnoustie and each year we seek to support local good causes.

Our Strategic Values and aims

Our Vision to: Operate Carnoustie Golf Links as a world leading venue offering an outstanding golfing experience to all and benefiting the local community is underpinned by the following values and aims which we will always refer to when making decisions relative to how we plan and operate our business:

We will:

- ▶ *Keep our courses challenging, enjoyable, safe and in outstanding playing condition to continue attracting the Open Championship and other prestigious golf tournaments*

Building on our previous success and experience, we are delighted to have been invited to host the Open Championship 2018. In order to secure this event and future events we must first and foremost focus on the condition of our courses.

To this end we will continue to invest in specialist equipment and machinery building on our existing stock at a capital cost of £230-250k per annum. A detailed operational plan with a continued estimated operating cost of £430-£500k per annum including course improvements/winter works, increasing by inflation each year, will ensure delivery of the courses to the required standard throughout the period of this plan with emphasis to ensure best in class condition for hosting the Open Championship in 2018.

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► *Providing welcoming, attractive facilities to which our members and visitors wish to return*

We recognise that visitors and members have increasing expectations and if we are to continue to attract visitors upon whom we depend on for the significant share of our revenue we must offer convenient and top quality associated facilities. To this end we have embarked upon a major capital project to build and develop complementary bar and restaurant facilities with associated offices at a capital cost of c£5m available for early 2018. The R&A, organisers of the Open Championship, have indicated that these new facilities will undoubtedly help Carnoustie's application to secure future Open Championship events.

We currently offer a high quality retail facility through Carnoustie Golf Links Limited (Pro-shop) to visitors and members which returns a good annual profit making a significant contribution to the reputation and revenue of CGLMC. The new facility should continue to secure this profitable facility which contributes to the overall surplus.

In order to secure the most attractive facilities we will work with the Council and in particular its Roads and Transport teams to consider how best to optimise sustainable improved everyday access and traffic management to our venue as well as for the duration of the Open Championship and other Major Tournaments which we seek to attract.

► *Developing our People to maintain the highest standards of customer service*

The improved facilities will also enable us to centralise our operations and expand the range of services offered to customers. Key to our success is the commitment, input and drive of Trustees who make a considerable voluntary contribution, through their knowledge and experience, to the continuing ability to attract major championships and, at the same time, balance the interests of constituent clubs and season ticket holders.

We have a constant resource profile of c.70 full time employees (FTE) of which around 25% are employed on a seasonal basis. Employment terms and conditions are attractive including payment of the Living Wage. Notwithstanding the percentage of seasonal workers, high levels of staff retention affords greater opportunity to invest in training and development, including recent exchanges and secondments to broaden experience and share knowledge. The recently formed Employee Engagement groups and the introduction of a Remuneration and Reward Committee reinforce the importance we place on ensuring we have a motivated and engaged workforce which we see as the route to improved customer service. The introduction of Bag handling and meeting and greeting services (3 seasonal FTE) have enhanced services offered by CGLMC as identified in our strategy for the Customer Experience.

We recognise that key to success is an ability to deliver outstanding customer service through our employees and agents. We must always ensure our high standards and professionalism are reflected by all persons engaged by, or representing CGLMC, and its Pro Shop company (Carnoustie Golf Links Limited) and in the new Golf Centre which will be a platform for an enhanced customer experience.

► *Communicate openly and effectively*

To be effective in our marketing and in managing our people, supply chain, customers and other stakeholders, we must be proactive and clear in what and how we communicate.

We actively pursue effective communication mechanisms through appropriate channels and technologies with increased emphasis on the use of social media such as a new Instagram account launched with c500 followers in one month, Facebook (220,000 reach with averaging 3,000 likes) and our Twitter followings having increased to over 11,500 in the last year which is 158% of the numbers over 2 previous years.

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We recognise effective and clear communication is essential to customer service and underpins good employee relations. To support effective engagement with our employees we have recently established Employee Engagement groups to seek views and test new initiatives and support informed change and decision making.

- ▶ *Deliver competitive value and the highest standards of customer service.*

In addition to providing excellent facilities we must provide value to those using our facilities. To remain competitive and attractive as well as ensuring continued accessibility to our season ticket holders we must ensure value from our operations. As a charitable organisation we have an obligation to ensure we achieve value with responsible fiscal management.

As we embark upon greater ambitions to secure our place as a world-leading golf experience we monitor our success and performance. Our Trip Adviser reviews of good or excellent stand at 92% which we strive to continuously improve.

We are building on existing platforms and we continue to strengthen our corporate governance and financial systems to ensure they are suitable for an organisation of our size which can be monitor and measure our performance and effectiveness in delivering value and high standards of customer service.

- ▶ *Promote and run an economically and environmentally sustainable business that supports our community*

To continue to attract visitors and prestigious Championships our business practices, including our approach to the environment, must be sustainable. We protect the environment and continue to maintain our accreditation from the Golf Environment Organisation for the fourth year running, always ensuring our sourcing and other environmental policies and practices are fit for purpose.

In addition, we are committed to supporting sustainability in our community which is the source of many of our employees and customers. As an employer we pay the Living Wage and seek to develop our people. We actively contribute to Education and cultural activities and local good causes, while our Recruitment and Retention policy supports equal opportunities and recruitment of modern apprentices.

A review of our achievements and performance

2016/17 was a busy and productive 12 months. In the course of the year we delivered:

- **Hosting British Seniors Open Championship – July 2016**
One of the world's great senior events came to Carnoustie, and we prepared the Championship course in outstanding condition for the tournament. The ability to produce the golf course in such outstanding condition is down to years of preparation and the efforts of a highly skilled and motivated workforce. Once again, the greenkeeping team, led by Links Superintendent Sandy Reid, produced a fabulous stage for the world's best seniors.
- **Hosting Dunhill Links – October 2016**
The Dunhill Links is one of the most important European Tour events of the year, which Carnoustie hosts along with St Andrews and Kingsbarns. The 2016 event received mixed weather but the course looked superb on the television coverage.
- **Scottish Tourism Award**
Carnoustie Championship Course was voted best golf course in Scottish Golf Tourism Awards for 2016. This prestigious award is decided by public vote and demonstrates the high regard in which the course is held by all golfers.

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- **Customer Experience**
Our customer service is crucial to how the organisation is regarded by the people who come to play golf at Carnoustie, and who, by doing so, provide the income for us to function. In 2016, we introduced 'meeters and greeters' at a cost of c£54k per annum as well as undertaking a Caddie Master services review. We intend to review and assess our "Customer Experience" each year, so that we can develop and improve our service.
- **Golf Centre Extension**
Planning approval was granted and construction began on a large extension to the Golf Centre. This will include new offices, a large professional shop and, for the first time a bar and restaurant to cater for all the golfers who play the courses. The building will also serve the general public who will be encouraged to make use of the facilities.
- **Trustees and the Senior Management Team have continued with strategic development and management training.**

Several development and training workshops have taken place with Trustees and senior management so that Trustees in particular have a better understanding of their roles and responsibilities, and how they can best fulfil their duties as a Trustee. This will be an ongoing process as we develop and improve our governance of the charity.

- **Charitable donations to local good causes**
Local organisations were again invited to apply for charitable grants and we were pleased to make significant awards as detailed below this year.
- **CEO**
The current General Manger has advised he will retire in November 2017. The Trustees have determined that a Chief Executive Officer is required to lead the organisation forward and have thereafter employed a recruitment agency to assist with identifying the best candidate. The process is expected to be complete by mid 2017.

Charitable grants

Carnoustie Golf Links has always been a strong supporter of local charities and our activities are detailed below. However, since we became a charity in November 2014, we have actively carried out work directly related to our charitable objects.

In order to fulfil the requirements of the charitable objects, we have produced a charitable grants application form and placed it prominently on our website in order to encourage community groups to apply for funding. We formed a Charitable Applications sub-committee to review the applications received and to make recommendations to the full board of Trustees. We have agreed that we will consider applications twice a year in May and November.

The charitable grants donated in 2016/17 came to £49,565. The amounts donated were:

- i. Carnoustie and District Pipe Band - £6,100
- ii. Food is Free Carnoustie - £1,380
- iii. Carnoustie Community Council - £735
- iv. Carnoustie Church - £10,165
- v. Carnoustie Memories Club - £2,000
- vi. Carnoustie Theatre Club - £5,000
- vii. Carnoustie Ladies Golf Club - £1,000
- viii. Carnoustie and District Horticultural Society - £2,500
- ix. Carnoustie Coastguard Association - £1,000
- x. Church of the Holy Rood - £1,700

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Sales from the Pro Shop contributed over £110,000 to the CGLMC surplus. Growth in sales is anticipated in the lead up to the Open in 2018 with mitigation measures to reduce the risk that sales will be impacted during the build phase of the Golf Centre extension.

Pricing policy

CGLMC generates income from season ticket sales and visitor green fees.

The season ticket is maintained at a very competitive price (£453 for a 3 course 7 day ticket in 2016/17) in order to ensure that Carnoustie remains an affordable golf course for everyone.

We also provide lower rates for juniors, young persons up to age 23 and persons aged over 65.

Our largest source of income is visitor green fees, predominantly from the Championship course contributing around 75-80% of our income (excluding the pro shop). The green fee for Carnoustie is the lowest by some way for the Open Championship venues in Scotland, reflecting our commitment to encourage all golfers to play the Carnoustie courses. Nevertheless, it is also important to ensure that the green fee charges are appropriate for one of the best, and most iconic, golf courses in the world.

There is an Angus residents' rate which is 50% of the visitor green fee.

Future plans

The future of CGLMC is to continue to manage public golf courses and carry out our charitable work.

The Golf Centre extension will allow CGLMC to deliver the level of customer service expected of an Open Championship venue. It will also help Carnoustie to remain as one of the host courses for the Open, with all the attendant benefits this brings.

Work will be in full flow in 2017 towards the 2018 Open Championship at Carnoustie and this will be the focus for the next year.

In the course of performing the comprehensive suite of activities and tasks relative to successfully managing a dynamic portfolio of golf courses and associated golf facilities and services, which meets our business needs we will adhere to the following principles reflected in our strategic intent and key objectives:-

Health and Safety

As an overarching principle, we are committed to safe assets, with all assets having site audits in place that incorporate full risk assessment, planned maintenance and good housekeeping.

We are dedicated to an environment that shows employees we care about their wellbeing and are committed to maintaining suitable workplace facilities

Team development

We recognise the valuable contribution and commitment from Trustees in setting the strategic direction of the organisation and supporting staff teams in realising the vision and goals set by them.

We will provide opportunities for our teams to grow and realise their potential, and support them through targeted relevant training to increase levels of multi-skilling and reduce dependency on external providers.

We will ensure all our staff and contractors are encouraged to provide an excellent customer experience. We will seek to enhance staff satisfaction and engagement through regular conversations.

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Customer Engagement

Our aim is for excellent customer service and we will strive to achieve this through improving our understanding of our customers' needs and requirements.

We will provide an efficient and effective customer-facing golf services provision to ensure our customers receive a warm welcome and are made fully aware of any Health and Safety restrictions or hazards when they visit.

A progressive working environment will be tailored to reflect employees' preferences.

We will carry out an ongoing programme of capital works paying attention to branding, décor and lighting and heating improvements and overall enhancement making our facilities and sites more energy efficient.

Income and Value for money

Our largest source of income is visitor green fees, predominantly from the championship course. We must therefore ensure we remain competitive and at the same enhance our facilities such that they offer visitors great value for money.

We will always focus on delivering value for money - all our people will maximise the value of every £ we spend on the day to day managing of service and maintenance contracts. We will reduce dependency on external providers by upskilling our own team. We will maximise the use of space and our assets and actively seek property rationalisation opportunities. We will support sustainable building techniques and at the same time reducing operating costs.

Risk management

CGLMC have developed a series of risk tables, using tables originally created by our auditors, Henderson Black & Co and by our advisory accountants, Henderson Loggie. Consultation and advice was also received in 2015 from the Governance Unit of Angus Council.

The risk tables focus on issues than can be improved or resolved, and have now become an agenda item for the Finance sub-committee meetings where progress is reported to the Trustees.

Structure, Governance and Management

CGLMC Limited is a company limited by guarantee and is a charity recognised in Scotland governed by its Memorandum and Articles of Association.

CGLMC Limited manages the golf courses at Carnoustie, which are a public links owned by Angus Council, with the detailed responsibilities set out in a Minute of Agreement created in 1979 with subsequent amendments. The current agreement with Angus Council dated 25 April and 16 May 1988 as varied and novated in favour of the company, as a public park or place of recreation for the purpose of playing golf and ancillary purposes runs until March 31 2033.

A board of 15 Trustees, comprising 12 elected from the constituent golf clubs and 3 from Angus Council, have primary responsibility for the operations of the CGLMC Ltd charity.

The Trustees delegate day-to-day management to the full time staff, headed up by the General Manager, Links Superintendent, Golf Services Manager, Finance Manager and Head Professional.

We have strengthened governance processes and systems with investment in technology to support financial governance and payments. This will provide further opportunity to ensure value through transparency of process and auditability reducing risks of human error due to manual data handling, or fraud by suppliers or employees.

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Training and refresh of conflicts of interests and Code of Conduct and the Bribery Act were undertaken contributing to greater transparency and accountability of those serving CGLMC.

Non-compliance with new processes and systems is a risk which can be mitigated with necessary support being put in place to encourage a cultural change for employees.

Compliance with H&S legislation is now essential and mandatory. Sufficient and targeted training has been identified and the appointment of a new H&S Trustee from the Board will help drive forward this agenda.

Remuneration

Trustees are unpaid volunteers and only claim expenses for any trips they are required to undertake away from Carnoustie.

Technology

We are introducing a Financial Management PO system over the next two years at an expected cost of £25k. We have also been developing a business case looking at bookings and a secure payment system.

People

People are our key resource and are our main element of expenditure. Our resource requirements remain constant over the 3 year period with a marginal increase in seasonal staff engaged by the Pro Shop (Carnoustie Golf Links Ltd) in 2016/17 to take account of Bag Handlers, and Meet/Greet services, instituted in pursuance of our Customer Experience strategy.

Regular personal reviews will be carried out with individual team members and personal development actively supported through an environment of coaching and mentoring with further education/training opportunities actively encouraged and supported.

Team discussions will take place regularly keeping staff informed and engaged in recent and future developments affecting the organisation.

We will work to create an improved working environment for all office based employees through the provision of upgraded office accommodation.

Trustee recruitment

The charity seeks to recruit new trustees with appropriate skills. The charity has procedures for the induction of trustees which comprise a meeting with staff, existing trustees and issue of an induction pack. During the meetings key matters such as obligations of trustees, financial and staffing issues and future plans and objectives are discussed. The induction pack contains key documents including an outline history of the charity and latest annual financial statements.

Investment Policy and Performance

Under the memorandum the trustees are empowered to invest monies not immediately required for the furtherance of its objects.

During the year surplus cash balances were placed on deposit so as to be secure and easily realised. The trustees are satisfied with the interest earned.

Reserves Policy

The consolidated unrestricted reserves carried forward amount to £4,527,998 (2016:£4,292,540) which included £4,423,502 (2016:£3,932,323) of fixed assets in use for charitable purposes. The trustees currently have a policy to retain sums at the end of each year for reserves where possible. The trustees aim to build free cash reserves sufficient to enable future development of the recreational facilities and to provide a contingency for unforeseen requirements.

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FOR THE YEAR ENDED 31 MARCH 2017**

Trustees' Responsibilities in relation to the Financial Statements

The Trustees (who are the directors of the company for the purposes of company law) are responsible for preparing the annual report and accounts in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including the income and expenditure of the charity for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Reference and Administrative Information

Directors and Trustees

The Directors of the charitable company ("the charity") are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. The Trustees serving during the year and since the year end were as follows:

Patricia Sawers	(Chairman)
Colin Yule	(Vice-Chairman)
Ian Frier	
John Gilbert	
Linda Gordon	
Allan McArtney	
Aidan McColgan	
Alan McKeown	
John McLeish	
Gordon Murray	
Helen Oswald	(resigned 13 October 2016)
Graeme Paton	
Edward Healey	
Alexander MacKenzie	(resigned 5 October 2016)
Iain Gaul	(appointed 12 May 2016, resigned 16 May 2017)
Kenneth Fraser	(appointed 21 November 2016)
David Cheape	(appointed 9 February 2017)
Robert Myles	(appointed 19 May 2017)

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Reference Details

Scottish Charity Number: SC045236
Company Registration Number: SC389638
Operational Address: 20 Links Parade, Carnoustie, DD7 7JF
Registered Office: Whitehall House, 33 Yeaman Shore, Dundee, DD1 4BJ

Company Secretary

Thorntons Law LLP

General Manager

Graeme Duncan

Independent Auditors

Henderson Black & Co, Chartered Accountants, St. Andrews, Fife, KY16 9PF

Bankers

The Royal Bank of Scotland, 288 Brook Street, Broughty Ferry, DD5 2AP

Statement of disclosure to auditors

So far as the trustees are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the trustees have taken all the necessary steps that they ought to have taken as trustees in order to make themselves aware of all relevant audit information and to establish that the company's auditors are aware of that information.

Approved by the trustees on 15 November 2017 and signed on their behalf by:



Patricia Sawers,
Chairman of Trustees

**CGLMC LIMITED
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INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF CGLMC LIMITED
FOR THE YEAR ENDED MARCH 2017**

We have audited the financial statements of CGLMC Limited for the year ended 31 March 2017 set out on pages 14 to 29. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

This report is made solely to the charity's trustees, as a body, in accordance with section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005, regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended), and Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities set out on page 10, the trustees are responsible for the preparation of financial statements which give a true and fair view.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and section 485 of the Companies Act 2006, and report in accordance with regulations made under that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and parent charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's and group's affairs as at 31 March 2017 and of the charity's and group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), and the Companies Act 2006.

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INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF CGLMC LIMITED
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Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charity Accounts (Scotland) Regulations 2006 (as amended), and Companies Act 2006 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



**Robin Winter LLB CA TEP (Senior Statutory Auditor)
for and on behalf of Henderson Black & Co
Chartered Accountants
Statutory Auditor**

**Chestney House
149 Market Street
St Andrews
Fife
KY16 9PF**

15 November 2017

CGLMC LIMITED
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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR CGLMC LIMITED
(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR TO 31 MARCH 2017

	Notes	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
Income:					
Donations		7,500	7,500	7,500	7,500
Income from other trading activities:					
Merchandise income		894,614	-	759,902	-
Investment income:					
Gift aid	2	-	110,232	-	110,846
Bank interest		3,222	2,761	4,808	4,041
		<u>905,336</u>	<u>120,493</u>	<u>772,210</u>	<u>122,387</u>
Income from charitable activities:					
Course and facility income	3	3,980,155	3,980,155	3,667,301	3,667,301
Total income		<u>4,885,491</u>	<u>4,100,648</u>	<u>4,439,511</u>	<u>3,789,688</u>
Expenditure					
Costs of raising funds		788,222	-	648,384	-
Charitable activities	4	3,861,811	3,861,811	3,595,165	3,595,165
Total expenditure		<u>4,650,033</u>	<u>3,861,811</u>	<u>4,243,549</u>	<u>3,595,165</u>
Net movement in funds		<u>235,458</u>	<u>238,837</u>	<u>195,962</u>	<u>194,523</u>
Reconciliation of funds:					
Total funds brought forward		4,292,540	4,068,798	4,096,578	3,874,275
Total funds carried forward		<u>4,527,998</u>	<u>4,307,635</u>	<u>4,292,540</u>	<u>4,068,798</u>
Represented by:					
Fixed Assets		4,423,502	4,516,875	3,932,323	4,021,772
Current Assets		2,492,442	2,101,377	2,289,465	1,851,189
Current liabilities		(2,353,672)	(2,276,343)	(1,929,248)	(1,804,163)
Non-current liabilities		(34,274)	(34,274)	-	-
		<u>4,527,998</u>	<u>4,307,635</u>	<u>4,292,540</u>	<u>4,068,798</u>

The statement of financial activities includes all gains and losses recognised in the year to 31 March 2017.

All income and expenditure derive from continuing activities.

All funds are unrestricted.

The notes on pages 18 - 29 form an integral part of these accounts.

**CGLMC LIMITED
(LIMITED BY GUARANTEE)
CONSOLIDATED BALANCE SHEET**

AS AT 31 MARCH 2017


Henderson Black & Co

	Notes	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
Fixed assets					
Tangible assets	7	4,423,502	4,416,300	3,932,323	3,921,197
Investments	8	-	100,575	-	100,575
		<u>4,423,502</u>	<u>4,516,875</u>	<u>3,932,323</u>	<u>4,021,772</u>
Current assets					
Stocks	9	168,654	32,482	275,885	43,571
Debtors	10	72,627	269,234	248,196	289,780
Cash at bank and in hand		2,251,161	1,799,661	1,765,384	1,517,838
		<u>2,492,442</u>	<u>2,101,377</u>	<u>2,289,465</u>	<u>1,851,189</u>
Creditors: amounts falling due within one year	11	<u>(2,353,672)</u>	<u>(2,276,343)</u>	<u>(1,929,248)</u>	<u>(1,804,163)</u>
Net current assets/(liabilities)		<u>138,770</u>	<u>(174,966)</u>	<u>360,217</u>	<u>47,026</u>
Total assets less current liabilities		<u>4,562,272</u>	<u>4,341,909</u>	<u>4,292,540</u>	<u>4,068,798</u>
Creditors: amounts falling due after more than one year	12	<u>(34,274)</u>	<u>(34,274)</u>	<u>-</u>	<u>-</u>
		<u>4,527,998</u>	<u>4,307,635</u>	<u>4,292,540</u>	<u>4,068,798</u>
The funds of the charity					
Unrestricted fund		<u>4,527,998</u>	<u>4,307,635</u>	<u>4,292,540</u>	<u>4,068,798</u>
Total charity funds	14	<u>4,527,998</u>	<u>4,307,635</u>	<u>4,292,540</u>	<u>4,068,798</u>

All funds are unrestricted.

The notes on pages 18 - 29 form an integral part of these accounts.

These financial statements were approved by the trustees at their meeting on 15 November 2017 and signed on their behalf by:

Patricia Sawers
Trustee 

Gordon Murray
Trustee 

Company Registration No. SC389638

CGLMC LIMITED
(LIMITED BY GUARANTEE)
CONSOLIDATED CASH FLOW STATEMENT FOR CGLMC LIMITED
FOR THE YEAR ENDED 31 MARCH 2017

	Notes	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
Cash flows from operating activities:					
Net cash provided by operating activities	a.	1,419,992	1,106,267	567,799	629,476
Cash flows from investing activities:					
Interest/gift aid from investments	2	3,222	112,993	4,808	114,887
Proceeds from the sale of property, plant & equipment		48,000	48,000	28,065	28,065
Purchase of property, plant and equipment		(1,030,464)	(1,030,464)	(395,425)	(390,930)
Net cash used in investing activities		(979,242)	(869,471)	(362,552)	(247,978)
Cash flows from financing activities:					
Capital element of hire purchase contracts		45,027	45,027	-	-
Net cash inflow from financing activities:		45,027	45,027	-	-
Change in cash and cash equivalents in the reporting period		485,777	281,823	205,247	381,498
Cash and cash equivalents at the beginning of the reporting period	b.	1,765,384	1,517,838	1,560,137	1,136,340
Cash and cash equivalents at the end of the reporting period	b.	2,251,161	1,799,661	1,765,384	1,517,838

All funds are unrestricted.

The notes on pages 18 - 29 form an integral part of these accounts.

CGLMC LIMITED**(LIMITED BY GUARANTEE)****NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT FOR CGLMC LIMITED****FOR THE YEAR ENDED 31 MARCH 2017**

a. Reconciliation of net income/(expenditure) to net cash flow from operating activities	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
<i>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</i>	235,458	238,837	195,962	194,523
Adjustments for:				
Depreciation charges	531,765	527,841	542,135	538,066
Interest/gift aid from investments	(3,222)	(112,993)	(4,808)	(114,887)
Profit on sale of fixed assets	(40,480)	(40,480)	(22,517)	(22,517)
Decrease/(increase) in stocks	107,231	11,089	(40,160)	(1,685)
Decrease/(increase) in debtors	175,569	20,546	(214,808)	(63,307)
Increase in creditors within one year	413,671	461,427	111,995	99,283
Net cash provided by operating activities	<u>1,419,992</u>	<u>1,106,267</u>	<u>567,799</u>	<u>629,476</u>
b. Analysis of cash and cash equivalents	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
Cash in hand	1,881	1,262	1,526	1,017
Notice deposits (less than 3 months)	2,249,280	1,798,399	1,763,858	1,516,821
Total cash and cash equivalents	<u>2,251,161</u>	<u>1,799,661</u>	<u>1,765,384</u>	<u>1,517,838</u>

All funds are unrestricted.

The notes on pages 18 - 29 form an integral part of these accounts.

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

1 Accounting policies

1.1 Accounting convention and Basis of preparation of financial statements

The financial statements are prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Accounts (Scotland) Regulations 2006 (as amended), and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

CGLMC Limited meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Income

Income represents amounts receivable for goods and services net of VAT and trade discounts.

Course income and facility fees are recorded in the period in which the activity takes place, irrespective of when the activity was booked or paid for. All other income is recorded in the period of receipt.

Revenue from the sale of goods is recognised when the ownership of the goods has passed to the buyer and the amount of revenue can be reliably measured.

1.3 Expenditure

Expenditure is accounted for on an accruals basis. Costs of generated funds include the expenses of non-charitable trading activities. Charitable activities comprise direct expenditure including direct staff costs attributable to charitable activities. Support costs include costs associated with statutory requirements.

1.4 Fund accounting

There is one fund held by the charity which is unrestricted. This fund can be used in accordance with the charitable objectives at the discretion of the trustees.

1.5 Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land are stated at cost, including where appropriate the cost of irrecoverable VAT, less depreciation. Individual items with an original cost of less than £50 (excluding VAT) are not capitalised unless they are part of a larger pattern of expenditure. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Buildings	Over 4 to 20 years
Asset under construction	No depreciation as asset not yet operable
Plant and sprinklers	Over 1 to 10 years
Shop and Office equipment	Over 1 to 5 years

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2017

1 Accounting policies

(continued)

1.6 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the charity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.7 Leasing and hire purchase commitments

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible assets and depreciated over the shorter of the lease term and their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the profit and loss account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

1.8 Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.9 Stock

Stock is valued at the lower of cost and net realisable value.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with original maturities of three months or less.

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2017

1 Accounting policies

(continued)

1.11 Pensions

Eligible employees of the charity are members of the Tayside Pension Fund. The pension scheme is a funded defined benefit scheme with employees' contributions fixed by statute. Employer's contributions are assessed by a qualified actuary on the basis of triennial valuations and are calculated to ensure the actuarial solvency of the fund. An actuarial valuation of the fund (using the projected unit method) as at 31 March 2015 required the charity to contribute 17% of gross salary of the employees in 2014/15. The proposed rate for 2017/18 is 17% of gross salary of the employees. The charity is unable to identify the share of scheme assets and liabilities relating to its staff and pensioners and has therefore accounted for the scheme as if it were a defined contribution scheme.

1.12 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest rate method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at the market rate of interest.

Classification of financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

Basic financial liabilities, including trade and other payables are initially recognised at transaction price.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

1.13 Basis of consolidation

The consolidated accounts consist of CGLMC Limited and Carnoustie Golf Links Limited, its wholly owned subsidiary company. Gross turnover of the subsidiary is included under income in the consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary company are reflected in the notes to the accounts.

1.14 Value Added Tax

The charity is partially exempt for VAT purposes and is therefore unable to recover all of the input VAT it is charged on its purchases. In the case of irrecoverable VAT arising on the purchase of fixed assets, the irrecoverable VAT is capitalised and written off at the same rate and over the same period as is applicable to the asset purchased.

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2017

2	Investment income	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
	Income from shares in group undertakings	-	110,232	-	110,846
	Bank interest	3,222	2,761	4,808	4,041
		<u>3,222</u>	<u>112,993</u>	<u>4,808</u>	<u>114,887</u>
3	Analysis of course and facility income	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
	Course income	3,729,608	3,729,608	3,462,459	3,462,459
	Facility fees	180,000	180,000	133,000	133,000
	Other sales	2,458	2,458	1,491	1,491
	Tea hut & coffee shop rental	9,104	9,104	4,322	4,322
	Tournament surplus	58,985	58,985	66,029	66,029
		<u>3,980,155</u>	<u>3,980,155</u>	<u>3,667,301</u>	<u>3,667,301</u>

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2017

4 Analysis of charitable activity expenditure	2017	2017	2016	2016
	Group	Charity	Group	Charity
	£	£	£	£
Salaries and pension costs	1,990,346	1,990,346	1,941,307	1,941,307
Training and other staff costs	22,027	22,027	30,905	30,905
Repairs and maintenance	375,317	375,317	390,781	390,781
Rent and rates	60,620	60,620	54,948	54,948
Insurance	31,723	31,723	35,593	35,593
Heat,light and cleaning	56,152	56,152	53,733	53,733
Postage, stationery and advertising	55,731	55,731	55,146	55,146
Leasing and hire of equipment	67,969	67,969	75,178	75,178
Telephone	17,240	17,240	21,352	21,352
Computer costs	47,567	47,567	42,006	42,006
Business consultancy	-	-	2,500	2,500
Professional fees	157,219	157,219	75,426	75,426
Temporary centre costs	136,894	136,894	-	-
Audit fees	11,950	11,950	8,000	8,000
Junior golf	30,256	30,256	41,649	41,649
Golfers souvenir bags	58,372	58,372	20,303	20,303
Sundry expenses	45,041	45,041	29,096	29,096
Bad debts	-	-	27,440	27,440
Bank charges	73,369	73,369	57,214	57,214
Charity donations	49,565	49,565	15,700	15,700
Irrecoverable VAT	86,772	86,772	101,087	101,087
Hire purchase interest paid	320	320	-	-
Previous year corporation tax adjustment	-	-	252	252
Depreciation	527,841	527,841	538,066	538,066
Gain on sale of assets	(40,480)	(40,480)	(22,517)	(22,517)
	<u>3,861,811</u>	<u>3,861,811</u>	<u>3,595,165</u>	<u>3,595,165</u>

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2017

5 Support costs

The trustees regard the undernoted costs as support costs of the charity

	2017	2017	2016	2016
	Group	Charity	Group	Charity
	£	£	£	£
Audit fees	15,950	11,950	13,000	8,000
	<u>15,950</u>	<u>11,950</u>	<u>13,000</u>	<u>8,000</u>

6 Taxation

The charity has been exempt from taxation since becoming a charity in November 2014. The subsidiary gift aids its taxable profit to the charity.

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2017

7 Tangible fixed assets - charity

	Buildings	Asset under construction	Course improvements	Plant and sprinklers	Office equipment	Total
	£	£	£	£	£	£
Cost						
At 1 April 2016	3,631,034	-	542,254	1,812,713	172,587	6,158,588
Additions	59,438	616,296	-	322,171	32,559	1,030,464
Disposals	-	-	-	(18,815)	-	(18,815)
At 31 March 2017	3,690,472	616,296	542,254	2,116,069	205,146	7,170,237
Depreciation						
At 1 April 2016	937,243	-	108,172	1,066,188	125,788	2,237,391
On disposals	-	-	-	(11,295)	-	(11,295)
Charge for the year	193,114	-	27,089	285,427	22,211	527,841
At 31 March 2017	1,130,357	-	135,261	1,340,320	147,999	2,753,937
Net book value						
At 31 March 2017	2,560,115	616,296	406,993	775,749	57,147	4,416,300
At 31 March 2016	2,693,791	-	434,082	746,525	46,799	3,921,197

Tangible fixed assets - group

	Buildings	Asset under construction	Course improvements	Plant and sprinklers	Shop and Office equipment	Total
	£	£	£	£	£	£
Cost						
At 1 April 2016	3,631,034	-	542,254	1,812,713	216,495	6,202,496
Additions	59,438	616,296	-	322,171	32,559	1,030,464
Disposals	-	-	-	(18,815)	-	(18,815)
At 31 March 2017	3,690,472	616,296	542,254	2,116,069	249,054	7,214,145
Depreciation						
At 1 April 2016	937,243	-	108,172	1,066,188	158,570	2,270,173
On disposals	-	-	-	(11,295)	-	(11,295)
Charge for the year	193,114	-	27,089	285,427	26,135	531,765
At 31 March 2017	1,130,357	-	135,261	1,340,320	184,705	2,790,643
Net book value						
At 31 March 2017	2,560,115	616,296	406,993	775,749	64,349	4,423,502
At 31 March 2016	2,693,791	-	434,082	746,525	57,925	3,932,323

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2017

8 Fixed asset investments

	Investment in wholly owned subsidiary undertaking £
Cost	
At 1 April 2016 & at 31 March 2017	100,575
Net book value	
At 31 March 2017	100,575
At 31 March 2016	100,575

Holdings of more than 20%

The charity holds more than 20% of the share capital of the following companies:

Company	Country of registration or incorporation	Class	Shares held	%
Subsidiary undertakings				
Carnoustie Golf Links Limited	Scotland	Ordinary		100.00

9 Stocks	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
Goods for own use	32,482	32,482	43,571	43,571
Goods for resale	136,172	-	232,314	-
	<u>168,654</u>	<u>32,482</u>	<u>275,885</u>	<u>43,571</u>

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2017

13 Pension and other post-retirement benefit commitments
Defined contribution

	2017 £	2016 £
Contributions payable by the group for the year	259,917	257,151

14 Reconciliation of movements in members' funds	2017 Group £	2017 Charity £	2016 Group £	2016 Charity £
Surplus for the financial year	235,458	238,837	195,962	194,523
Opening members' funds	4,292,540	4,068,798	4,096,578	3,874,275
Closing members' funds	4,527,998	4,307,635	4,292,540	4,068,798

15 Financial commitments, guarantees and contingent liabilities

The charity had total guarantees and commitments at the balance sheet date of £702,909 (2016 - £745,002).

The group had total guarantees and commitments at the balance sheet date of £2,083,367 (2016 - £2,208,127).

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2017

16 Employees

Number of employees

No trustees remuneration was paid during the year (2016 - nil). No travel or incidental expenses were reimbursed to trustees during the year (2016 - nil).

The value of voluntary work by the trustees and others is not quantified in the accounts.

The average monthly number of employees during the year was:

	2017	2017	2016	2016
	Group	Charity	Group	Charity
	Number	Number	Number	Number
Management	5	4	5	4
Administration	9	9	8	8
Golf course	50	50	52	52
Pro Shop	7	-	6	-
	<u>71</u>	<u>63</u>	<u>71</u>	<u>64</u>

Employment costs

	2017	2017	2016	2016
	Group	Charity	Group	Charity
	£	£	£	£
Wages and salaries	1,798,672	1,608,875	1,743,895	1,593,060
Social security costs	161,706	146,767	127,197	115,467
Other pension costs	259,917	234,704	257,151	232,780
	<u>2,220,295</u>	<u>1,990,346</u>	<u>2,128,243</u>	<u>1,941,307</u>

CGLMC LIMITED
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2017

16 Employees

(continued)

The number of employees whose pay and taxable benefits exceeded £60,000 fell within the following bands were;-

	2017 Group Number	2017 Charity Number	2016 Group Number	2016 Charity Number
£60,000-£69,999	2	2	2	2
	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

The key management personnel of the group comprise the trustees, General Manager, Links Superintendant, Golf Services Manager, Finance Manager and Head Professional. The total employee benefits of the key management personnel for the group was £329,647 (2016: £335,057).

17 Grants made

The charity makes grants to bodies in accordance with its objectives. During the year, grants made were:

- Carnoustie and District Pipe Band - £6,100
- Food is Free Carnoustie - £1,380
- Carnoustie Community Council - £735
- Carnoustie Church - £10,165
- Carnoustie Memories Club - £2,000
- Carnoustie Theatre Club - £5,000
- Carnoustie Ladies Golf Club - £1,000
- Carnoustie and District Horticultural Society - £2,500
- Carnoustie Coastguard Association - £1,000
- Church of the Holy Rood - £1,700
- Colourful Carnoustie - £1,000
- Carnoustie Community Development Trust - £2,300
- Carnoustie and Monifieth's Men's Shed - £500
- Carnoustie First - £85
- J Kelsey - £400
- The Archie Foundation - £11,200
- Macmillan Cancer Support - £1,250
- Marie Curie - £1,250