

**MINUTES OF A BOARD MEETING HELD AT EXETER GOLF AND COUNTRY CLUB LIMITED,  
WEAR HOUSE, COUNTESS WEAR, EXETER ON WEDNESDAY 22ND NOVEMBER 2023**

(Note for members reading these minutes – Board meetings are partly confidential, such as those items relating to finance, employment, and disciplinary matters, and these are not included in the minutes published on the Club website).

**Present:** Will Gannon (Chair)  
Cliff Nightingale (Finance Director)  
Peter Lacey  
Deborah Stevenson  
Juliet Chenery  
Nick Rimmer (Club President)

**In Attendance:** Chris Jones (General Manager)  
Will Roose (Financial Controller)  
Jenni Ashford (Minutes)

**Responsibility**

<b>1. APOLOGIES</b>  Apologies for absence received from GB, JHP, RWB.	
<b>2. MINUTES</b>  The Minutes of the October Board Meeting were approved.	
<b>3. MATTERS ARISING</b>  WG advised the Board that GB had written an email formally resigning from the Board of Directors with immediate effect, which he then read to the Directors. WG also advised that this meeting was to be the last Board Meeting for JC, who had also previously informed the Board of her resignation. WG and the other Directors formally thanked both GB and JC for the time on the Board of Directors over the past few years, in addition to the previous period they both spent as Director / Chairman (GB) back prior to 2011.  Topsham Golf Academy – WG confirmed the sale was now completed and the land had been sold for £2.8 million. The land had originally been purchased for about £900K, with the new site purchased for £1 million, and the Folk2Folk loan paid back. WG confirmed that he is working on a contra-deal arrangement with Heritage regarding reuse of buildings on the site and making our car parking space available to them. WG asked for agenda Item 'Property' to be removed from the agenda going forward. WG explained that Andy Robbins will deal with all the pre-commencement conditions and query any irrelevant ones/ extend timescales where necessary. The move from the current site to	

<p>the new one depends on cashflow. CJ to organize a meeting with WG, PL, CN regarding liaising with Heritage regarding timescales and help moving buildings etc.</p> <p>Padel Tennis – awaiting quotes – ongoing.</p> <p>Update on RJ to take place later in today’s meeting.</p>	
<p><b>4. FINANCIAL MATTERS</b></p> <p>The management accounts were circulated. £50K behind budget in October, mainly due to membership subscriptions. We are currently 150 adult members down (but 18 adult members up for the month). F&amp;B revenue has been affected by the development work. The spa has been closed for a week whilst it was refurbished. The golf course was closed on Saturday due to adverse weather conditions. We have had the £10K refund from Michelmores.</p> <p>WG said that whilst this sounds negative, it’s actually where we thought we would be. On the positive, we have good bookings in for Christmas.</p> <p>Next year’s budget – the rate relief for hospitality is remaining which is £100K (75% off usual rates). However, there is a 10% increase on the minimum wage, plus the electrical contract is increased to approx. £290K from £186K. Gas price is reducing from £172K to £146K.</p> <p>CN advised that Tozers had informed him that we cannot buy shares from ex-members (without their consent) in order to sell them on to other members. We would have to hold an EGM or wait for the AGM to change the Articles of Association to allow it going forward.</p> <p>CN suggested it would be more beneficial for more members to have fewer shares.</p> <p>CN advised that the share register will be submitted with some people listed using an initial rather than full name still this year, however it will be sorted for the following year.</p> <p>Governance – ongoing – no update, however with the forthcoming changes to the Board, the method in place is working well.</p>	
<p><b>5. GENERAL MANAGER’S REPORT</b></p> <p>CJ had sent the GM Report to the Directors to read before the meeting.</p> <p>The golf rules are being updated due to national changes required by England Golf. The changes are in terms of EDI and committee structures. CJ to send the Board the proposed changes compared to</p>	

<p>the current rules. The Board have agreed to the changes, subject to seeing the text.</p> <p>PL referred to the complaint received by CJ re covered tennis courts. He said that the fact the proposed covered courts were to replace two of the current courts, appears to have been forgotten.</p> <p>CJ advised the Board that the senior management had created a proposal to introduce a new free Junior After-School Activities to launch in early 2024. This would add value to the junior (and family) memberships as well as hopefully generating more spend on F&amp;B afterwards. It should be delivered by the sports manager within their salaried / retainer hours. The Board agreed this was a good idea to start in the new year.</p> <p>CJ reported that he had presented the new Members' Bar phase to the Golf Committee after some disquiet regarding the adult area of the bar on the plans. He will follow this up with a FAQ email in the new year.</p> <p>The Asbestos has been removed from the old Sports Bar area at a very good price and it hasn't affected the timescale.</p>	
<p><b>6. PROPERTY AND DEVELOPMENT MATTERS</b></p> <p>Gym proposal – CJ to present in the new year, following the Club AGM in February.</p> <p>CJ and WG to meet MR.</p> <p>WR asked if there is any value to the land on the 12<sup>th</sup> as that would be obsolete. WG worth investigating along with land around other holes which could have potential housing development value.</p> <p>WR suggested negotiating a right of access onto the land (in the form of a dead end) as it would help with the bank lending potential. WG agreed saying he would look into this.</p>	
<p><b>7. RISK REPORT</b></p> <p>CJ advised there were no changes to the Risk Report.</p>	
<p><b>8. CLUB PRESIDENT'S REPORT</b></p> <p><b>Rules and governance review</b> Cliff has met with Natasha regarding the <b>rules and governance</b>, they have set a way forward to review rules , Natasha to update CC at meeting</p> <p><b>Junior memberships and scholarships</b>, following discussion with Geoff Bush at the September Club Committee, we invited CC members</p>	

to share their views, some suggestions were made to and collated by Mandi Rose, VP. We discussed these at length due to the complexity and issues involved and decided to make a recommendation on behalf of CC to the Board. This was put forward in a document you have all seen to the Board on 16<sup>th</sup> October and discussed at length at October BM. Being a complex area and many possible ramifications, a decision has been postponed for now. We can discuss at CC.

### **Events attended.**

Tennis committee meeting 9/10/23

Ladies Golf committee meeting 10/10/23

Padel meeting with James to review presentation to Board 10/10/2023

Squash Committee meeting 16/10/23

Board meeting 25/10/2023

John Burrows (Past President and golf captain) Funeral 01/11/2023

Golf section Committee meeting 02/11/2023.

### **Disciplinary**

none that I am aware of!!

### **Padel and Pickleball**

We are still reviewing site locations and noise reduction options for consideration by the board. James and I are preparing a presentation including cost and income analysis now that we have some quotes on costs. My understanding is that the possible site has been surveyed, James now working on cash flow projections based on assumed usage scenarios and new memberships. Work in progress. Would be good to gage Chris's views?

### **Guest fees**

Can I ask Chris to share an update on the dip and Dine proposal now that the indoor pool is back open? A voucher system for the £20 guest fee to include £10 voucher for F&B?

### **Income generation/new members**

The issue of attracting new members has been discussed independently at all committee meetings attended. For golf, it is possible to play the course, have coaching and use facilities without being a member and whilst being a prospective member, for the payment of a green fee or a society etc.

Whilst tennis and squash do have tournaments and visiting teams who can sample our facilities, it was felt that when a prospective member approaches us to look around, they are shown the facilities, presumably by our staff/reception staff? It was felt that, to enhance the tour experience, prospective members should be offered, say 3 coaching sessions "try before you buy", which they pay for, where the coaching staff can explain what we offer, ie, teams, events, coaching, tournaments etc. This, I feel, would benefit the club with more new members where the coaches can sell both club facilities and their coaching services. This

<p>would also generate revenue for the club and coaches following the changes to non-member coaching rules for racquets in general. This could also coincide with group non-member taster sessions. A record can be kept of attendance by the club with a maximum of say 3 sessions allowed. All designed to promote our facilities and club membership being sold by the people who probably know most about what we offer.</p> <p>This was largely agreed at the last October BM , I asked Chris to clarify how this may work and his reply is below. To be discussed at CC</p> <p>From Chris re “try before you buy” coaching sessions  “James and I had already spoken about the ‘try before you buy’ coaching sessions before someone decides to join the club/sports section. James and I need to discuss this in person. No agreement yet on the exact number of sessions. I agreed two sessions a few weeks ago and it worked. It is difficult for reception to manage anything to do with rackets because they like to organise it themselves, so an element of trust will have to be relied on. They do not book the lessons so if James arranges it through them that works for me, as we will need to be able to keep a clear record of who comes and how many times they receive a coaching session while not a member. I assume that these coaching sessions are paid for so the coaches will benefit first hand, and then the club will if the individual signs up to being a member. Just an honest and transparent system is all that is needed”</p>	
<p><b>9. ATTENDANCE AT CLUB COMMITTEE</b></p> <p>PL to attend the next Club Committee to be held on 15<sup>th</sup> January 2024 with JHP or RWB.</p>	CN
<p><b>10. SHARE TRANSFER FORMS</b></p> <p>N/A</p>	
<p><b>11. ANY OTHER BUSINESS</b></p> <p>No other business.</p>	
<p><b>12. DATE OF NEXT MEETING</b></p> <p>Next Board Meeting – Wednesday 3<sup>rd</sup> January 2024.</p>	

There being no further business to discuss the meeting finished at 6.20 pm.

**Chairman** ..... **Date** .....