

Minutes of the CGLMC Full Meeting Held in the Greenkeeping Sheds on Monday 25th September 2017

Present: P Sawers (Chairman), A McArtney, G Murray, I Frier, A McColgan, J McLeish, J Gilbert, G Paton, T Healey, K Fraser, D Cheape, L Gordon

In Attendance: M Wells (Chief Executive), G Duncan (General Manager), A Reid (Links Superintendent)

The meeting began at 1900 hours.

1. Apologies:

B Myles, C Yule, A McKeown

P Sawers welcomed the new Chief Executive to his first CGLMC Full Board meeting and asked for each member to give a brief introduction of themselves.

a) Any Additional Agenda Items

b) D Cheape asked for clarification on Council representation on the Board of Trustees. The Chairman confirmed that Angus Council are responsible for nominating 2 councillors and 1 Council official, while adding that S Hunter was the point of contact at Angus Council on such matters.

c) Declarations of Interest

There were none.

2. Approval of the Minutes of the CGLMC Meeting of Monday 3rd July 2017

Approved: T Healey

Seconded: G Murray

a) Matters Arising Therefrom:

- i) The Chairman informed the Board that a Major Projects sub-committee meeting was held on 27th July, minutes will be covered later in the meeting.
- ii) The Chairman also confirmed that a 3 year delivery plan has been circulated to the Board and will be addressed later in the agenda by the Chief Executive.

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- iii) A paper regarding catering within the new golf centre is also included within the agenda.
- iv) D Cheape stated that for the second time there are no accounts available at the meeting. G Murray will take back to the Finance Committee and propose that management accounts are included within the full committee agenda going forward.
- v) J Gilbert enquired about the environmental credentials regarding the new golf centre development. The Chairman explained that in terms of environmental qualities, the new facility was significantly ahead of new building regulations and is being reviewed continually to focus on energy efficiency.

3. Greens Business

a) Approval of Minutes of the Greens Meeting of Monday 28th August 2017

Approved: I Frier

Seconded: G Paton

b) Matters Arising Therefrom:

Proposed Winter Works

T Healey asked if there are any plans for the 14th on the Burnside course, as a few members have enquired. The Links Superintendent indicated that a small amount of re-sculpting was proposed and the walkway will be more central. He confirmed that work would proceed on the Championship course in the 1st instance, then progress to the Burnside. It is planned that all works will be completed before the start of the new season.

The Trustees agreed to approve:-

i) The Winter Works as detailed to the Greens sub-committee on 28th August 2017.

Proposer: J Gilbert

Seconder: P Sawers

4. Finance Business

a) Approval of Minutes of the Finance Meeting of Monday 21st August 2017

Approved: T Healey

Seconded: P Sawers

b) Matters Arising Therefrom:

The board discussed the roles of sub-committees within the organisations framework. While it was accepted that sub-committees had been reviewed in recent times, it was agreed that

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the Chief Executive be permitted to evaluate each sub-committee and report back to the board in due-course.

c) Approval of Minutes of the Finance Meeting of Monday 18th September 2017

Approved: T Healey

Seconded: J McLeish

d) Matters Arising Therefrom:

D Cheape enquired as to the parameters of the agreed £200 bonus for staff, which the Finance Convener confirmed included both full time and part time staff, payable on a pro-rata basis. The Finance Convener also confirmed that CGLMC are an accredited voluntary living wage employer.

K Fraser alluded that the Finance committee had discussed the importance of legal compliance under employment law and that all future proposals for staff salaries and bonuses will first be checked for legal compliance.

The Finance convener confirmed that financial statements had been distributed 10 days previously and that no questions had been received by the finance manager. He also added that to date, the Trust had not required to draw down any funds from the pre-agreed loan facility from the bank to fund the golf centre development due to continued strong visitor income.

5. Pro Shop Business

G Paton asked if the Executive could check that VIP membership email database is functioning properly as he had not received an email while others had. The Chairman confirmed that this would be looked in to. She also indicated that a general review of the database and customer relationship management was an area that is being looked in to by the Chief Executive.

I Frier confirmed that the previously agreed VIP goodwill gesture offer is now available.

6. Remuneration and Reward Business

a) Approval of Minutes of Remuneration and Reward Sub-Committee Meeting of Thursday 8th September 2017

Approved: I Frier

Seconded: P Sawers

7. Major Projects Business

a) Approval of Minutes of Major Projects Sub-Committee Meeting of Monday 27th July 2017

Approved: G Murray

Seconded: T Healey

b) Board Reports

i) Use of Golf Centre Office

G Duncan summarised a paper on a proposed space within the new golf centre for use by local clubs. The board supported providing and managing such a facility, but asked that a proper evaluation of local club's requirements be carried out by the CGLMC management to ensure that the room is provisioned appropriately. When this is completed, local clubs and season ticket holders will be communicated with to confirm details. The board agreed that this would be an appropriate way to ensure that the room meets the requirements of all users.

The Board discussed and exchanged information relating to local golf clubs and their premises and discussed whether any fee should be applied for use of the room. It was agreed that this should be considered after evaluating all of the local club's requirements and understanding the level of hardware and software that would be required to support these.

ii) Season Ticket Holder Discount in Bar/Restaurant

The Chairman confirmed that this is being covered by the Chief Executive later in the meeting.

iii) Season Ticket Holder Golf Bag Storage

The Board considered 3 options for lockers in the bag storage area that had been investigated by the Head Professional. It was agreed that the executive should proceed with the option that was the most appropriate operationally while providing as many lockers as possible.

The Chief Executive advised that the R&A have requested that the room earmarked for the bag store be left vacant of any new locker system until after The Open 2018, to accommodate player services during The Open. This request was approved by the Board. The Chairman added that this would also provide more time for the Executive to further evaluate the best solution for the bag store and caddy car solution.

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d) Golf Centre Catering Update by Chief Executive

Bar and Restaurant

The Chief Executive presented his report covering the general current status of the new golf centre development and the Food and Beverage proposal. He provided the board with an overview of the vision for the style of catering operation and suggested that it needed to be high-level to match the quality of the golf course and long-term aspirations for the positioning of Carnoustie brand as a destination.

A McColgan requested that the executive need to be mindful to ensure that the catering offer and service should reflect requirements for both visiting and local golfers and highlighted examples of where he felt this has been missed with the offer focussed solely on the visitor. The Chief Executive acknowledged this concern and explained that the offer within the bar and restaurant will be top quality and cater for the local market. This is a very important element of the business model and one which has been communicated to all potential operators.

Three shortlisted operators were summarised within the report and the Chief Executive indicated that he was satisfied that all three were credible options and that he was meeting with all three over the next week.

D Cheape congratulated the team on the progress made since the last meeting. He fully supports the Chief Executive and the team with the three proposed candidates. This was also supported by T Healey.

It was agreed that the Executive would continue to progress as quickly as possible with the appointment to leave sufficient time to operationalise the facility prior to the golfing season and The Open. The Chief Executive will communicate back to the board by email to provide an update and final confirmation of the chosen operator.

Season Ticket Holders Discount

The committee considered a report outlining an option for GCLMC to subsidise a discount for season ticket holders within the new bar and restaurant facility. The board agreed that this needs to be fully considered with the appointed operator prior to any final decision being made. A further report positioning options will be presented to the board after the appointment has been made.

8. Tournament Business

a) Approval of Minutes of Tournament Meeting of Monday 28th August 2017

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Amendments:

Under. 6. AOCB please amend “P Sawers also advised that” to “In C McLeods papers there is”

In 2nd paragraph it should read prior to the Open not the week of the Open.

Approved: J Gilbert

Seconded: P Sawers

b) Matters Arising Therefrom:

Tournaments

A McArtney sought approval from the Board for the following changes to be made for the coming year.

The Trustees approved the following recommendations for 2018:

- i) to move the Ladies Links qualifying to the Buddon,
- ii) to move the Junior Links to the Buddon,
- iii) to change the Gary Player Salver from teams of 6 on 2 courses to teams of 4 on the Buddon. Winner would be best 3 scores cumulative.
- iv) to move the Paul Lawrie Salver which is usually held in mid-June, to Saturday 25th August by which time the Burnside should have recovered sufficiently.

A McArtney sought approval for C McLeod's recommended price proposals.

The Trustees approved the following:

- i) The Tassie price to increase to £240
- ii) The Senior Open price to increase to £20

Proposed: A McArtney

Seconder: P Sawers

The board discussed the issue of balancing income against the CGLMC's commitment to ensure that its events remain accessible to loyal supporters of these events. It was agreed to consider future tournaments and pricing alongside a wider commercial audit of green fees and income generation, but that the proposed prices for 2018 could be agreed.

A McArtney covered the following tournaments have taken place and the winners.

The Crows Nest Tassie was won by C Bainbridge.

The Senior Open was won by JA Kennedy.

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A McArtney asked for thanks to be given to C Yule and E Hill for refereeing and the G Duncan and C McLeod for scoring and also thanks to the Pro Shop and the Caddies.

9. PR Business

L Gordon highlighted the work K Allardice is doing with Social Media and recommended the Board members review the CGL posts. She said there was excellent coverage of the Tassie both online and in local press.

11. Season Ticket

No matters.

12. Community Benefits Business

Maggie's Penguin Parade

G Paton said we have been asked to sponsor a Penguin in association with Maggies Centre. This is similar to the Oor Wullie trail but with Penguins. The CGL name and logo will be on the plinth. He said the cost is £4000 and the trail would be running from June to September 2018.

P Sawers said she proposed we go ahead, The Chief Executive added that he would speak with our PR officer, to ensure that marketing opportunities are maximised.

The Trustees agreed to:

i) Sponsor a Penguin in the Maggie's Penguin Parade which is going ahead in 2018.

Proposed: P Sawers

Seconded: L Gordon

G Paton said the next Community Benefits meeting is scheduled for 1st November 2018 and applications are due in by 16th October 2018. L Gordon said she would ensure K Allardice knew of this deadline to publicise.

13. Environmental Business

J Gilbert said the Committee will be meeting in late November. G Paton said he has heard very complimentary remarks regarding the recent edition of the Environmental booklet.

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14. Health & Safety

T Healey said there has been an operational meeting, and nothing to report.

15. Chief Executive Report

The Chief Executive presented his report to the Board and asked for approval to liaise with the Chief Executive of Angus Council regarding more collaboration around destination marketing opportunities, which was approved by the board. He added that he was looking to present a positioning document to the board outlining initial thoughts on a 10 month, 1 year and 5 year plan in due course.

I Frier asked if there was any update on the possibility of Scotrail having greater capacity for The Open, P Sawers replied that the Chief Executive and herself are still discussing this issue as it is fundamental for The Open.

17. Golf Services

No matters.

17. Companies House Matters

No matters.

There being no other business the meeting closed at 2045 hours.