

Minutes of the CGLMC Full Meeting Held in the Greenkeeping Sheds on Monday 3rd July 2017

Present: P Sawers (Chairman), C Yule, A McCartney, J Gilbert, G Paton, A McKeown, T Healey, K Fraser, D Cheape, L Gordon, G Murray, I Frier

The meeting began at 1900 hours.

1. **Apologies:** B Myles, A McColgan, J McLeish

a) **Any Additional Agenda Items**

b) P Sawers asked for the update on the recruitment of the Chief Executive position to be added to the agenda.

Recruitment of Michael Wells as Chief Executive

P Sawers informed the Committee that the successful applicant for the position of Chief Executive is Michael Wells. He is currently the Director of Championship Staging at The R&A and a member of the organisation's senior management team. He has been immersed in the sports marketing and event management industry for over 17 years, starting his career with The R&A at The Open Championship at Carnoustie in 1999. She informed the Board that the selection committee were unanimous in their decision with regards to the appointment.

P Sawers explained that M Wells will continue in his current role until after The Open at Royal Birkdale with a start date of 1st September 2017.

D Cheape asked if the role of Chief Executive will be different to that of General Manager. P Sawers confirmed the role was a step change from the role of General Manager bringing a more strategic direction to the Board of Trustees

T Healy agreed and confirmed the new role would enhance the business and help it grow.

P Sawers said she looks forward to him joining Carnoustie Golf Links.

c) Declarations of Interest

K Fraser and D Cheape declared they are involved in the Carnoustie BID with another organisation.

2. BID Board Report and Vote (confidential minute)

3. Approval of the Minutes of the CGLMC Meeting of Monday 22nd May 2017

Approved: T Healey

Seconded: A McKeown

a) Matters Arising Therefrom:

D Cheape asked for the definition of Major Project Business, P Sawers replied any capital project approved by the Board. There is a sub-committee to deal with Major Project Business.

K Fraser said he had concerns that there was no visibility of any Major Project sub-committee business. P Sawers explained that the minutes of all sub-committee meetings are circulated to the Board. In relation to the Golf Centre Development the Board approved a smaller group of the sub-committee members to oversee the project with P Sawers and G Duncan giving updates via e mail and updates at Full Board meetings. Some Trustees confirmed that they had received updates via email.

D Cheape expressed concerns regarding the project, in particular with regards to the timeline and scope of services to be provided in the building.

T Healey provided an update at the last full meeting. T Healey explained which areas within the development the management team are responsible for.

P Sawers to arrange a Major Projects sub-committee meeting.

K Fraser asked for a copy of the operational delivery plan which underpins the 3 year Business Plan. P Sawers said she will speak to G Duncan

4. Greens Business

a) Approval of Minutes of the Greens Meeting of Monday 17th April 2017

Amendments

Pg 55. VIP members – Please amend to G Paton instead of I Frier.

J Gilbert asked for the yellow hazard lines on bridges to be added as an action point for A Reid.

Approved: I Frier

Seconded: G Paton

5. Finance Business

G Murray updated the Board to the fact that due to the increase in shop sales there would be an amendment to the hotel payment set out in the Revenue Payment agreement. This is currently being reviewed by Henderson Loggie.

Trustees agreed that a financial update be available at every Board meeting to ensure that any financial issues could be discussed. G Murray said D McDonald sends out monthly figures and will confirm these are being issued.

D Cheape said that by end of July the balance sheet for the first quarter figures should be presented. He indicated that a Board meeting should not be discussing minutiae but undertaking a strategic role overseeing the operational performance of the organisation of which finance is key.

G Murray will confirm that financial reports are being sent out monthly. He also said the Finance sub-committee meet quarterly to scrutinise the company finances.

P Sawers & C Yule to meet with G Duncan to discuss financial reporting and the operational delivery plan.

6. Pro Shop Business

I Frier said that retail sales for the first quarter in the temporary Pro Shop had increased compared with the same period last year. He said the proximity of the tour buses to the temporary pro shop had a bearing on the increased sales.

7. Remuneration and Reward Business

There were no matters.

8. Major Projects Business

P Sawers provided the following update to the Board:-

The construction / build costs for the Project is currently on time and on budget.

£87,000 of the contingency has been used to date leaving £136,000 of contingency available. In the main the contingency has been used on the unforeseen issues with the depth of the foundations in the previous building and re-measurement of the steelwork. The Project Manager is very comfortable with the amount of contingency used to date as we approach completion of the enclosed build envelope.

In relation to finalised figures for the internal fit out for the build. This is based on costs indicated by the interior designer and also areas which were not included in the original costings. As previously reported we need to ensure that the quality of the finishing throughout the building reflect our vision for CGL as such the cost for the interior finishings has increased. The areas which were not included in the original costings were the Kitchen and Pro Shop fit out. We have however made considerable savings in other areas of the internal fit out and the net increase is £100k.

P Sawers to update G Duncan on his return.

K Fraser and D Cheape raised a number of concerns with regards to visibility of the scope and intent for the final stages of the project namely: what fixtures and fitting would be in place at the building hand over; the detail of the transition into the building; the costs for services provided within the building and progress of the catering options.

After discussion it was agreed that a major projects sub-committee meeting would be held to provide direction to the management team to allow the production of a scope and transition document. A McKeown said that M Wells would require input into this document.

P Sawers requested that in view of M Wells experience with regards to implementing catering solutions for the R&A he should engage with CDLH to take the catering solution forward. The Board agreed that M Wells would progress the Catering options within the Golf Centre. P Sawers to discuss this proposal with G Duncan on his return from leave.

D Cheape asked what response there had been to the marketing campaign for the catering franchise, P Sawers said there have been 11 notes of interest. All interested parties have

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been informed that due to a change in senior management within CGL the contract process has been suspended meantime.

D Cheape questioned the cost of engaging CDHL to market and appoint an operator for the catering franchise if it could be done by M Wells. P Sawers said that had we not had a candidate for the Chief Executive role with his experience we would have continued to use CDLH.

K Fraser asked that the Chief Executive bring a paper to the board with options and timescales for the catering solution.

P Sawers to discuss with M Wells.

A McCartney asked how many lockers there would be. P Sawers said it is her understanding that it will be the same number as set out in the business case, 500.

J Gilbert said that, as Environmental Convenor, he would expect documentation to be provided at the completion of the project which demonstrated the building had been constructed to the highest possible environmental standards.

P Sawers to progress this with the Project Manager.

9. Tournament Business

A McCartney provided the Board with the results from the various Links competitions.

10. PR Business

No matters.

11. Season Ticket

No matters.

12. Community Benefits Business

G Paton said the donations approved at the last meeting had been distributed and there has been good feedback from recipients.

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Graeme Dey, the local MSP raised a parliamentary motion congratulating Carnoustie Golf Links on our charitable contributions.

13. Environmental Business

J Gilbert said the 2nd edition of the Environmental Booklet is now in print.

14. Health & Safety

No matters.

15. Business Plan

No matters.

15. General Managers Report

No matters.

17. Golf Services

No matters.

17. Companies House Matters

No matters.

There being no other business the meeting closed at 2030 hours.