

**Minutes of the CGLMC Ltd Full Meeting Held in the Boardroom, Links House on Monday  
21<sup>st</sup> May 2018**

**Present:** P Sawers (Chairman), C Yule, I Frier, K Fraser, L Gordon, G Murray, D Cheape, A McArtney, J McLeish, G Paton, A McKeown, J Gilbert, B Myles.

**In Attendance:** M Wells (Chief Executive), A Reid (Links Superintendent)

The meeting began at 1900 hours.

**1. Apologies:**

A McColgan, T Healey

**a) Any Additional Agenda Items**

A McArtney requested discussions regarding the office on the ground floor that is currently occupied by the pro-shop team, and was advised that this will be covered in the Chief Executive report.

**c) Declarations of Interest**

D Cheape – Any discussions regarding the recruitment of a Finance Director.  
J Gilbert, C Yule, K Fraser, G Murray – Members of Carnoustie Golf Club.

**2. Approval of the Minutes of the CGLMC Ltd Full Meeting of Monday 16<sup>th</sup> April 2018**

**Amendment:** Pg 29 – Business Plan. K Fraser asked that the sentence ‘The Chief Executive asked the board to approve a business plan that had been developed...’ to ‘The Chief Executive asked the board to approve a **3-year** business plan that had been developed...’

Approved: G Murray

Seconded: K Fraser

**a) Matters arising therefrom**

K Fraser asked for an update on the Trustees Register of Interest document which the executive have been developing. The Chief Executive advised that this was in hand and that a template was ready. K Perrie is on annual leave this week so will be dealt with on her return. It will be sent out to all Trustees in due course to register any conflicts of interest.

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K Fraser asked for an update on when an Annual Plan would be available. The Chief Executive advised that he hoped this would be completed later in the year and should be with the Trustees for review by autumn. K Fraser suggested that this was not soon enough as there are papers being submitted currently that relate directly to the Annual Plan. The Chairman advised that The Chief Executive has had to focus on the opening of Links House, and organisation around the hosting of The Open and other priorities critical to the running of the business over the past months. After The Open, the Chief Executive will have an opportunity to focus on adopting an annual plan.

### **3. Greens and Environment Business**

#### **Approval of the Minutes of the Greens and Environment Meeting of Monday 7<sup>th</sup> May 2018**

**Amendment:** Pg 33 – Monthly Maintenance Forecast – I Frier advised of a typo – ‘sticky and pasty’ should be amended to ‘sticky and **patchy**’.

Approved: I Frier

Seconded: L Gordon

#### **Matters Arising Therefrom:**

J Gilbert asked for approval for the Burnside and Buddon courses to have their first tee time starting at 9.00am on Tuesday 24<sup>th</sup> July. This is for health and safety reasons and to give the greenkeepers a chance to get the course ready after The Open. The committee approved.

### **4. Finance Business**

**Due to the financial year end there are no account to be shared at this meeting. The management accounts will be available at the next meeting on 2<sup>nd</sup> July**

G Murray advised that updated figures will be available for the Finance Meeting on 16<sup>th</sup> June.

### **5. Tournament Business**

A McArtney gave an update on the Cant Cup including winners.

A McArtney updated the Trustees on the winners of the Junior Links Championship and the Nicoll Cup.

A McArtney advised the Trustees that a Junior Flag Competition was held on the Burnside course. It was a good tournament and was very well run by Rebecca, Sean and Kier, whom he thanked for their efforts.

A McArtney updated the committee that an initial meeting had been held to discuss ideas to hold a tournament for Season Ticket Holders in recognition of STH Tee times having been sold on Tuesday 24<sup>th</sup> July. A McArtney advised that he had some suggestions that will be discussed at the next Tournament Meeting and brought to the Full Meeting in due course for approval. It was agreed that any tournament of this type would take place next year, rather than this year due to the timescales.

K Fraser thanked A McArtney for his efforts towards the tournament. He advised that he was supportive of what A McArtney is working towards.

## **6. Community Benefits Business**

### **Approval of the Minutes of the Community Benefits Meeting of Wednesday 2<sup>nd</sup> May 2018**

Approved: P Sawers

Seconded: C Yule

#### **Matters Arising Therefrom:**

G Paton gave an overview of the reasons for and against giving grants to each of the applicants contained within the most recent edition of grant applications. He advised that more information was required from Carnoustie Golf Club regarding their £5,000 grant request. G Paton advised that the amount requested would cover the cost of screens, but not software, the £2,600 already raised by the club will cover the software, it was then suggested by G Paton that the £5,000 grant be approved for Carnoustie Golf Club, taking the total in grants and donations up to £16,825 for this period.

G Paton advised that the Food is Free scheme had asked for a grant to purchase a ramp to allow wheelchair access. He advised that instead of a grant, A Reid's team donated ramps that they had on site instead. A Reid advised that it seemed this is what they wanted originally, but did not want to specifically ask for them.

There has been a request to fund the maintenance of The Dibble Tree. It would be a cost of £800. D Cheape advised that a family own the land and the tree is under their trust. D Cheape suggested that it might be possible for the family to pass the ownership of the land on to Carnoustie Golf Links. The Chief Executive suggested that it might be worth looking at purchasing the public toilets near-to the tree as part of a larger project recognising the Trees significance as part of the Carnoustie Links Trust brand.

G Paton advised that CGLMC Ltd already pay for the public liability costs to the Coastguard for the towns fireworks display and suggested that it would be a good idea to do the same for similar events such as the Gala Week and the Flower Show (C Yule declared a conflict of interest as his wife is the treasurer of the Flower Show). This would cost the organisation £1,700 (£2,000 this year as the Coastguard forgot to ask for the grant last year so is a double payment this year). G Paton advised that Trustees are welcome to recommend any other worthy causes.

The Chief Executive suggested that CGLMC Ltd consider implementing a mechanism or framework that can be used to distribute funds fairly, or the Trustees may want to consider supporting a number of charities on a regular basis, rather than continue to consider ad-hoc grant requests. It was agreed that the community benefits sub-committee should discuss the current practice of charitable giving and whether any alternative methods may be more suitable.

The Chief Executive advised that Carnoustie Golf Links has a Value in Kind Register which needs to be taken into consideration and its value put against our charitable donations. He explained that the creation of a VIK register is a work in progress and will be given to the community benefits sub-committee in due course, to use when reporting.

The Chief Executive also clarified that the amount of charitable donations should, if possible, match corporation tax savings (due to our Charitable status) and that this should be a core aim of the organisation. It was agreed that a model should be produced to provide a measurement of theoretical future corporation tax savings and that this can be used to determine charitable giving budgets in the future.

After discussions, the Trustees agreed that:-

- i) The charitable donations spreadsheet was approved with the addition of £5,000 to Carnoustie Golf Club.
- ii) £800 for the Dibble Tree and £1,700 to the Coastguard/Gala Week/Flower Show.

D Cheape left the meeting.

## **8. Chief Executive Report**

The Chief Executive advised that the staff had been accommodated within the new Links House offices for approximately three weeks. He alluded that the move had done much to improve communications between colleagues and had created a more cohesive and productive team. He gave a thanks to all of the staff. He also suggested that we are already seeing the benefit in terms of income, especially in the Pro Shop, with people dwelling longer. The simulators are already becoming a major attraction and are a significant addition to the facilities at Carnoustie.

The restaurant is now trading, but it remains very early to give accurate reports on trading. There are some teething issues which are being looked at by the Food & Beverage team, which is inevitable when opening a brand-new restaurant. However, the Chief Executive indicated that he had received many good reviews so far and that training was ongoing and the offer and service would continue to improve. P Sawers asked that any feedback on the restaurant to go through the Chief Executive, and not through the restaurant staff direct.

G Paton enquired to whether the building snagging was taking place. The Chief Executive confirmed that this was taking place and advised that a 40 page snagging list has been issued to Ogilvie's who are currently working through it. There were discussions around the quality of finishing by Ogilvie's.

Discussions were had regarding the security of the management offices during evenings and weekends. The Chief Executive advised that he was aware of these issues, but there are fire regulations that must be considered. This is something that is being dealt with internally and hopefully a solution will be found soon.

A McKeown paid tribute to the Chief Executive and his staff for all the hard work in getting Links House open and commended the huge effort in the final days in order to allow for the practical completion to be issued. A McKeown suggested that the Trustees need to be ambassadors for the building. To the public, this building looks fantastic. The Trustees need to promote and be positive about the project.

A McCartney enquired to whether there was CCTV in the management offices? This was confirmed.

The Chief Executive advised that the surfacing outside of Links House will eventually be covered in beige coloured coating. It is the decision however, to hold this work off until after The Open, this will protect it from any damage during that time.

A McKeown advised that the memorial stone at the front of Links House is stained. He has liaised with the manufacturers who have advised it cannot be fixed, therefore, they will supply a replacement. It will be replaced as soon as possible.

The Chief Executive wanted it to be noted that he sincerely thanked all of the staff at Carnoustie Golf Links for their help in getting Links House up and running.

#### Finance Director

The Chief Executive advised that Hudson Recruitment had been appointed to recruit the Finance Director. A list of suitable candidates will be provided to the Trustees in due course. The Chief Executive advised that a panel of 3-4 Trustees were required to review this process and they had been contacted to assess availability for this role. It will likely be

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around 4 weeks before Hudson Recruitment have feedback on shortlists, and approximately 7 weeks until CGLMC Ltd will be in a position to appoint a candidate.

#### Alternative Resolution Meeting

Henderson Loggie will be at Links House tomorrow (22<sup>nd</sup> May) supporting the Chief Executive at an alternative resolution meeting with HMRC concerning differences in opinion on how the organisations VAT should be calculated.

K Fraser enquired to whether there were plans in place should the decision be made not in our favour. The Chief Executive advised that he would discuss this with Henderson Loggie.

D Cheape re-entered the meeting.

#### Health and Safety

The Chief Executive advised that as of the last Health and Safety Sub-Committee meeting, it was agreed that all staff within the organisation would take responsibility for the H&S. This will now be an internal matter and will be run by the heads of department. Any issues that require escalation will come to the Trustees for discussion. K Fraser enquired to whether any staff members were qualified as NEBOSH. A Reid advised that some greenkeepers have been trained in intermediate health and safety. The Chief Executive suggested that K Fraser and he discuss the requirements after the meeting.

#### First Aid Training

The Chief Executive advised the 6 people are now trained in first aid within the organisation.

#### Local Club requirements within Links House

The Chief Executive advised that there is a meeting scheduled for Wednesday 23<sup>rd</sup> May to discuss engagement with local clubs to determine what requirements they have within Links House.

#### Appendix 5 – Information Paper – Sales, Marketing and PR

The Chief Executive advised that the team are starting to look at all of the opportunities CGLMC Ltd have available to increase revenue in order to meet our charitable objectives. He advised that it is clear that there is currently no sales function, and that this is important if we want to optimise revenue. He advised that the content of the information paper contained examples of areas that the executive is currently considering and is not requests for approval. He suggested that CGLMC Ltd are preparing strategies to standardise all processes around sales, marketing and PR.

### The Rookery

He advised that The Rookery income was starting to grow, however, it's not quite there yet. We need to get locals on board and we need their support.

All reporting for The Rookery will go to the Finance Sub-Committee.

J Gilbert enquired to what time the restaurant finished serving for dinner, he was advised that it is 10.00pm. Discussions were held regarding this time. It was suggested that serving later might mean that tour operators could allow their late finishing golfers to have dinner at The Rookery before travelling back to St Andrews, rather than taking them back to St Andrews and struggling to find somewhere to eat. The Chief Executive agreed to discuss this with the catering team.

### Caddies Incentive Cards

The Chief Executive advised the committee that he was in the process of developing a caddies incentive scheme which would give caddies rewards for sending golf groups to The Rookery for food and beverage. Discussions were held regarding whether it was fair for Trustees who are caddies to receive these rewards. It was agreed that any Trustee who is also a caddy would not receive the rewards. The committee agreed to the idea of a caddies incentive card.

### Annual Plan

K Fraser suggested that these items highlighted above should be included in the Annual Plan.

### Rangers on Course

A McArtney advised that recently he has seen some very long rounds of golf and is concerned that this is due to there being no rangers on the course. He suggested that the Tag Marshal system may not be efficient. P Sawers suggested that A McArtney bring this issue up with the Caddie Master.

The board was reminded that concerns or observations from Trustees who also happened to be caddies could not be accommodated at board meetings and should be taken to the Caddie Master who in turn would discuss with CGLMC Ltd executive who would determine whether issues raised should be escalated to board level.

### Links House Official Launch

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D Cheape enquired to whether there will be an official launch for Links House. The Chief Executive advised that there will be something organised for the week of The Open. Special guests will be invited.

D Cheape enquired to whether there were plans in place post Open to drum up business and engage the locals during the shoulder months and in the run up to winter. K Speirs advised that there were plans in place to look at this. The Chief Executive advised that we are currently missing data and insights but this is being resolved.

#### Season Ticket Holder Discount Cards

K Fraser enquired to the uptake was on the Season Ticket Holders discount cards. He was advised that around 50% had been collected. It was suggested that a reminder be given to season ticket holders by the concierge staff and starters and perhaps an email / letter reminder. This was agreed.

#### Car Park for Links House

A McCartney enquired to whether it was possible to have a car park at the back of Links House. The Chief Executive advised that there is a plan to apply for an extension in order to build a car park in this area. It will be looked into post Open.

### **9. Risk Register**

Currently being updated.

### **10. Health and Safety**

No matters.

### **11. Companies House Matters**

No matters.

There being no other business the meeting closed at 2026 hours.