

**Minutes of the CGLMC Ltd Meeting**  
**held in the Greenkeeping Sheds on Monday 3<sup>rd</sup> February 2014**

Present P Sawers (Chairman), W Thompson (Vice-chairman), G Murray, C Yule, A McArtney, H Oswald, L Gordon, J Gilbert, J McLeish, G Paton, B Boyd, A McColgan, R Reyner, K Sampson, A McKeown.

In Attendance: G Duncan (General Manager).

Meeting began 1900 hours.

**Apologies**

There were no apologies.

**1. Any Additional Agenda Items**

There were none.

**2. Declarations of Interest**

There were none.

**3. Approval of Minutes of the CGLMC Ltd Meeting of Monday 13<sup>th</sup> January 2014**

Approved: G Murray

Seconded: C Yule

**a) Matter Arising Therefrom**

P Sawers advised that she met with D McNicoll of the Carnoustie Golf Shop following the last full CGLMC Ltd meeting. She advised that Mr McNicoll had raised concerns in regards to the proposed Custom Fitting service which was to be introduced within the Professional shop, and that she had discussed the proposal with him. P Sawers advised that Mr McNicoll's concern was not with the custom fitting itself, but that custom fitting may lead to the sale of hardware (clubs) in the future. P Sawers said she had advised Mr McNicoll that CGLMC Ltd had no plans to sell hardware. This position was supported by the other directors.

China Trip

G Ogilvie of Angus Council is to send an itinerary to the General Manager.

VAT Compensation

This has been submitted to the Accountants.

Outdoor Access Officer

P Sawers enquired to whether A McKeown had consulted with the Outdoor Access Officer for Angus Council. A McKeown advised that he is to arrange a meeting with J Gilbert before seeking advice from the Outdoor Access Officer.

**4. Greens Business**

**a) Approval of Minutes of Greens Meeting of Monday 20<sup>th</sup> January 2014**

Approved: L Gordon

Seconded: A McArtney

**b) Matters Arising Therefrom**

Irrigation Circuit Board

J Gilbert advised that this will be recommended to the Finance Committee for approval.

Removal of Trees at 16<sup>th</sup> Hole, Burnside Course

P Sawers asked J Gilbert to explain which trees will be removed from the 16<sup>th</sup> hole of the Burnside Course. J Gilbert advised that he has met with A Reid and C Law and all are in agreement of the trees to be removed. The trees that will be removed are the ones on the left of the 6<sup>th</sup> fairway and 7<sup>th</sup> hole. The reason they are to be removed is to move this area away from being a plantation and let it become more of a woodland. J Gilbert advised that this is part of an ongoing plan that has been in place for the last 10 years. It has also been highlighted by Bob Taylor of STRI, and is in line with the joint tree policy created by Angus Council and CGLMC Ltd. It is also part of the GEO Accreditation.

K Sampson enquired to why the trees were being removed and then replaced. J Gilbert advised that many of the trees currently in this area are likely to fall down and are not good specimens. The new woodland area will be planted with a mixture of traditional Scottish trees and look more natural. Not all trees will be removed, however. Some good specimens, particularly Scots Pine, will remain.

**5. Finance Business**

**a) Approval of Minutes of Finance Meeting of Monday 27<sup>th</sup> January 2014**

Approved: A McKeown

Seconded: W Thompson

**b) Matters Arising Therefrom**

There were no matters.

**6. Pro Shop Business**

R Reyner advised that a meeting would be held on Feb 4, 2014.

**7. Major Projects**

**a) Approval of Minutes of Major Projects Meeting of Monday 27<sup>th</sup> January 2014**

Approved: W Thompson

Seconded: A McKeown

**b) Matters Arising Therefrom**

Starting Duties for Buddon and Championship Courses

W Thompson advised that the starting duties should move to the Pro-Shop staff. He advised that C Sinclair has agreed to the idea of pooled hours over the summer and winter months with more hours in the summer. The Pro-Shop budget includes capacity to take on starter duties. There will be more footfall through the Pro-Shop and will be included as part of the restructure of the Golf-Centre. Currently there are some issues with not being able to see the 1<sup>st</sup> tee, and it may have to be considered opening up the window. The shop will be manned in the summer with starters from 7am Monday to Friday and 6.30am Saturday and Sunday. The ballot will be carried out by the full time starters on the Burnside Course.

P Sawers suggested that this is a starting point for the re-organisation of the Golf Centre.

J Gilbert enquired to whether there would be an increase in Pro-Shop staff. W Thompson advised that there were no plans for an increase in the staff as the pooled hours along with seasonal staff will cover the requirement. This may need to be reviewed. There will be a saving in seasonal staff costs this year which may need to be invested into staffing the Pro-Shop.

B Boyd enquired to whether this starting arrangement will affect the Burnside players. He was advised that this would not affect them, as they will still check in at the same place.

The reason behind these plans is to give a better service to customers with the added benefit of increasing footfall in the Pro Shop.

There will still be someone on the 1<sup>st</sup> tee to welcome and direct visitors.

W Thompson advised that there are still options to use an electronic system to check in golfers.

J Gilbert enquired to who would deal with issues on the 1<sup>st</sup> tee. It was advised that the system would stay the same as it is currently where the starter will be the first point of contact, then G Duncan or C McLeod if further assistance is required.

A McColgan suggested that if the number of temporary staff is to drop this year, it would mean there is less staff to cover for something going wrong or staff calling in sick. G Duncan advised that a back up system is currently in place in which staff can be called in, and the same type of system would be applied to the Pro-Shop. The directors agreed that the main aim of the changes to the starting process is to provide a better service, and not to save money.

The directors agreed:-

i) that from April 2014, starting for all golfers on the Championship and Buddon Links courses would be carried out in the Pro Shop by the Pro shop staff. Ballots would be done by the permanent starters in the Burnside box.

#### Short Term Operational Changes

P Sawers explained that, now that the position with the starting had been agreed, plans would be drawn up with proposals for how to most efficiently run the organisation in order to provide the best possible service to the customer.

A meeting is to be held with Angus Council to discuss document management systems and operational advice.

P Sawers advised that CGLMC Ltd can learn from Angus Councils systems. CGLMC Ltd may or may not require a document management system.

A McArtney enquired to whether the meeters and greeters will not be required anymore. It was advised that this had not been decided. There will be no removal of any permanent staff but may be changes to temporary staff arrangements. There will be no extra cost to the Pro-Shop staffing budget in the summer as the hours have been pooled from the winter.

The directors agreed

i) to move the Golf Services department to the Golf Centre and carry out minimal changes to the layout.

### 5 / 10 / 15 Year Strategic Plan

P Sawers advised that a long term plan will be produced which will be in line with financial forecasts and funding availability. It is currently in its infancy.

J Gilbert asked that the space option plans for the Golf Centre be circulated to the directors. G Duncan advised that they will be circulated now that it has been agreed to move forward with the Golf Centre plans.

### **8. Tournament Business**

There was no business.

### **9. PR Business**

L Gordon advised that a paper providing information of the opening of the 2 new holes on the Buddon Links course has been circulated to the directors. She advised that she had spoken with Phil Craghill at GMS, and he will deal with all national media coverage.

GMS have advised that the following should take place in order to publicise the new holes:

- Nominated magazine editors will be invited to play the new holes at Carnoustie once they are open.
- A professional photographer will be asked to take a spectacular photograph of the new holes.
- The Guide and Gazette and perhaps the Courier will likely pick up the story.

L Gordon advised that a PR Committee meeting will be held after the next Greens Committee Meeting.

C Yule suggested that a local celebrity be asked to drive in the new holes. R Reyner enquired to whether there was still an agreement in place with Catriona Mathews. He was advised that this has now expired. A McCartney suggested that the Provost (H Oswald) be invited. The directors agreed. W Thompson suggested that the Head Greenkeepers and Head Professional be invited.

The committee agreed that the official opening of the new holes will be Friday 28<sup>th</sup> March 2014.

It is not necessary that the photographs are taken on 28<sup>th</sup> March. P Sawers advised that some photographs have already been taken of these holes which might be suitable, L Gordon is to show them to GMS. A McKeown advised that he can get some photos onto the Angus Ahead website in advance of the opening day.

H Oswald advised that 28<sup>th</sup> March is the start of Tartan Week.

R Reyner suggested that a competition be held on the Buddon Links that day, and entry should be priced at £10.00 for competitors.

L Gordon advised that a very good article was written up in the local newspaper in regards to the Tassie entry and tournament. Hopefully another good article will be written with regards to the dogs on the courses information.

### **10. Season Ticket Business**

#### **a) Approval of Minutes of Season Ticket Meeting of Monday 27<sup>th</sup> January 2014**

Approved: L Gordon

Seconded: W Thompson

J McLeish advised that after considering the documents submitted by A Reid and C McLeod, he recommended

that the release of 50 new 3 course 7 day Season Tickets be abandoned and instead that a minimum of 5 new Season Tickets be released.

It was advised that the release of 10 new Season Tickets was only approved last year for one year, with the plan to review whether there was any impact on the course after 1 year.

J McLeish then proposed that a minimum of 5 new Season Tickets (over and above junior tickets) be released.

W Thompson enquired to whether there had been any impact on the course with the release of 10 Season Tickets last year. G Duncan advised that there was no noticeable impact.

G Paton then advised that there was no way of knowing whether releasing a large amount of tickets from the waiting list will have a considerable impact on the course unless it is done once. If it turns out that this is not practical then no more tickets be released until it has calmed down. G Paton then suggested that 30 tickets be released.

W Thompson advised that his plan to release 10 tickets for the next 5 years was to give some sort of guarantee to those top 50 on the waiting list that they would get their ticket within 5 years maximum.

W Thompson suggested that CGLMC Ltd need to look at finding ways to encourage 3 course 7 day Season Ticket holders to move onto different tickets if they are not using them.

A McCartney suggested that the situation where a 2 ball is allowed to play at the weekend should be investigated and discouraged.

After discussions, J McLeish proposed that a minimum of five 3 course 7 day Season Tickets be released in 2014 (over and above the amount of junior tickets released).

G Paton then proposed that thirty 3 course 7 day Season Tickets be released in 2014 (over and above the amount of junior tickets released).

W Thompson proposed that ten 3 course 7 day Season Tickets be released in 2014 (over and above the amount of junior tickets released). J McLeish then retracted his proposal and seconded W Thompsons proposal.

The votes were as follows:

G Paton proposal – 6 votes

W Thompson proposal – 9 votes

W Thompson proposal was carried.

The directors therefore agreed:-

- i) that season tickets be offered to the first 10 people on the 3 course 7 day waiting list regardless of the number of season tickets allocated to juniors.

#### Carnoustie Residents Priority Tickets

J McLeish advised that since 1995, everyone in Angus has been eligible to receive a Carnoustie Golf Links Season Ticket. P Sawers suggested at the last Season Ticket meeting that a priority system be put in place where Carnoustie residents get first priority of tickets. J McLeish then asked for approval from the committee to investigate this scheme further.

R Reyner suggested that this was a good idea and works efficiently in St Andrews. J McLeish raised his concerns over the fact that St Andrews has 7 courses and members struggle to get a game on the Old Course whereas Carnoustie only has 3 courses.

J Gilbert enquired to whether Angus Council would have an opinion on this matter. A McKeown advised that if CGLMC Ltd submitted a letter requesting Angus Councils opinion, they would receive a reply with the Councils position.

A McKeown advised that he has been in touch with St Andrews trustees who had advised that they would be happy to sit down with CGLMC Ltd and discuss how they operate their season ticket allocation.

#### **11. Environment Business**

J Gilbert advised that A Nicholson is to retire from Angus Council in March this year. He asked for approval to co-opt Mr Nicholson onto the Environmental Sub-Committee after his retirement. The directors agreed.

#### **12. General Managers Report**

G Duncan advised that he anticipated a formal response from OSCR with regard to charitable status before the next full meeting.

#### **13. Performance Indicators**

G Duncan advised that ongoing improvements are being made to this system to produce better information. The performance indicators need to present a challenge.

#### **14. Companies House Matters**

There was no business.

#### **15. Health and Safety Report**

There were no matters.

There being no other matters arising, the meeting was then closed at 2010 hours.

KS