

**Minutes of the CGLMC Ltd Meeting  
held in the Greenkeeping Sheds on Monday 7<sup>th</sup> April 2014**

Present: W Thompson (Vice-chairman), C Yule, H Oswald, J Gilbert, G Paton, R Reyner, J McLeish, A McArtney, B Boyd.

In Attendance: G Duncan (General Manager), C McLeod (Golf Services Manager).

Meeting began 1900 hours.

**Apologies**

P Sawers, G Murray, A McColgan, A McKeown, K Sampson, L Gordon.

**Any Additional Agenda Items**

There were none.

**2. Declarations of Interest**

There were none.

**3. Request for use of Golf Centre – H Oswald**

W Thompson advised that a letter had been received from H Oswald supporting the use of the Golf Centre to sell raffle tickets to raise money on behalf of the Skate Park Committee. She advised that the total is currently £14,000 short and hopefully this, along with other funding, may help the Skate Park Committee reach their total. The prize is golf related and it seemed appropriate that tickets be sold in the Golf Centre.

W Thompson advised that he had issues with the suggestion to run the ticket sales over the whole season. He suggested that the tickets should be sold at the Spring and Summer meetings over 4-6 weeks to receive maximum take-up.

H Oswald advised that as long as there was agreement in principle, the Skate Park Committee would be happy to discuss the details with the Links.

A McArtney suggested that the sales take place on weekends.

W Thompson advised that the Skate Park Committee could man a desk weekly for a set period of weeks, or strategic dates could be chosen as to when the desk is manned.

C McLeod advised that the Scottish Rotary Club are playing the 1<sup>st</sup> week in May, and this may be a good time to have ticket sales.

R Reyner suggested that the golf clubs may be willing to sell tickets also.

The directors agreed:-

- i) that the ticket sales could take place in the Golf Centre on mutually agreed dates following a meeting between the Golf Services Manager and the Skate Park representatives.

### **3.5 Note of Thanks – P Sawers**

W Thompson advised the directors that a note of thanks had been received from P Sawers for giving her the opportunity open the new holes of the Buddon Links Course.

### **4. Approval of Minutes of the CGLMC Ltd Meeting of Monday 3<sup>rd</sup> March 2014**

Approved: J Gilbert

Seconded: R Reyner

#### **(a) Matters Arising Therefrom**

Pg 44, Pro-Shop Staff – Further to the discussions held regarding any legal commitment on CGLMC Ltd to offer seasonal staff positions within CGLMC Ltd if they become available, A McArtney enquired to whether any ex-Starter had been offered the permanent Starter position that has recently become available. G Duncan advised that an ex-Starter has been offered a seasonal position until a decision has been made as to whether this post should be made permanent. W Thompson and R Reyner suggested that due process would have to be followed in order to appoint a permanent member of staff for this position.

### **5. Greens Business**

#### **(a) Approval of Minutes of Greens Meeting of Monday 10<sup>th</sup> March 2014**

Approved: A McArtney

Seconded: G Paton

#### **(b) Matters Arising Therefrom**

##### 6 hole course

J Gilbert advised that the Greens Committee were asked to re-look at the original decision made which was to turf all of the greens bar the 6<sup>th</sup> green which would be Astroturfed. He advised that the Greens Committee agreed to propose that all of the greens, including the 6<sup>th</sup> green be turfed for the 1<sup>st</sup> year and then reviewed thereafter.

This would mean that the amount of use and wear could be monitored. J Gilbert also advised that the layout of the course may need to be amended after the course has opened, which would be costly and difficult using Astroturf. The artificial surface may be too fast for junior players and many professionals have suggested that the best way to learn is to play off of grass. J Gilbert recommended that Astroturf should only be considered if the course receives excessive use.

J Gilbert confirmed that A Reid is confident that the 6 new holes can be ready by the May holidays.

The directors then agreed:-

- i) to turf all 6 holes of the new short course initially, with ongoing review.

##### Dog Walking

H Oswald enquired to the 'Montrose Agreement' as mentioned on Pg 52 of the minutes, and whether the agreement works in practice. J Gilbert advised that he was not aware of the terms of the agreement, only that there is an agreement in place.

Known Dog Walkers

H Oswald enquired to whether known dog walkers who cause disturbances and have been spoken to by staff, could be followed up letters in order to keep a paper trail. G Duncan advised that the current policy includes following up verbal advice with a letter. J Gilbert advised that A Reid would like the Greenkeeping staff to receive some training from Angus Council on how to manage dealing with dog walkers. R Reyner recommended that dog walking rules be added to the Season Ticket Guide Terms and Conditions.

W Thompson suggested that photographs of the related dog walkers be taken in order to back up the evidence. G Duncan advised that there are issues with taking photographs.

After further discussions, the directors agreed that the addition to the Season Ticket Guide be presented to the Committee for approval.

6 hole course

J Gilbert asked for approval by the directors to make the 6 hole course open to all players, with priority times for Juniors. W Thompson suggested that the area be made exclusive to juniors during the holidays. R Reyner advised that the rules of the area would be that a maximum of 2 balls can be played per hole and they must be played in rotation. W Thompson asked for a set of rules to be presented to the Committee. R Reyner and J Gilbert are to organise.

Pitching Area

A McArtney suggested that the pitching area, which was the old 1<sup>st</sup> green of the Buddon Links, be moved closer to the Golf Centre in order that it could be fenced off individually so that adults can play it out of the way of juniors. J Gilbert advised that there is not enough time to move this green. A McArtney suggested that it would be more worthwhile doing it now rather than having to move it in the future. J Gilbert advised that it would take the Greenkeeping staff a whole winter to carry out this work.

W Thompson asked that a course walk be carried out before the next Greens Committee meeting. J Gilbert agreed.

3 Hole Course at practice area next to the 2<sup>nd</sup> hole Burnside

J Gilbert advised that the Greens Committee agreed to put this project on hold for at least one year.

**6. Finance Business****(a) Approval of Minutes of Finance Meeting of Monday 17<sup>th</sup> March 2014**

Approved: J McLeish

Seconded: R Reyner

**(b) Matters Arising Therefrom**

W Thompson advised of the likely surplus before tax.

W Thompson advised that there are a few issues regarding a potential shortfall in income in 2015. The Finance Committee are to discuss ways in which to maximise income for 2015. W Thompson advised that the Finance Committee are coordinating a funding package for the future and that a 'Plan B' budget is to be considered.

The 65+ discount is for review in 2017.

Staff Upgrade

W Thompson advised that the Finance Committee have agreed to propose that the staff upgrade proposal be paid as a one off bonus payment, rather than a salary increase. W Thompson asked for director's opinion on whether a bonus or salary increase be paid.

J Gilbert advised that although he is in agreement that CGLMC Ltd need to control expenditure, he suggested that it would be unfair that this staff member in question misses out on the salary increase as he has met all of the criteria, especially if a change of policy has not been communicated to the staff. G Duncan advised that all staff are aware that recommended increases need to be approved and therefore there is no guarantee. J Gilbert then advised that he would have no objections to making a one off bonus payment.

The directors agreed:-

- l) to award the upgrade as bonus which would be 50% more than the salary upgrade.

Henderson Loggie

W Thompson advised that correspondence has been received from Henderson Loggie, and a further response has been given by CGLMC Ltd. Feedback from Henderson Loggie is awaited.

Junior Convenor

R Reyner advised that he is helping put together a job specification for the Junior Convenor role. This should hopefully be available for the next meeting.

Staffing and Machinery

J Gilbert referred to the minute in which W Thompson suggests that there has been a large amount of investment in machinery for the courses, but no reduction in staff. J Gilbert explained that the newer machines are able to deliver more intensive maintenance with less disturbance and therefore, in many cases, more, rather than less, man hours are required to use the newer machines. W Thompson advised that the income stream needs to be addressed as well as machinery and staff expenditure. A 3-5 year plan needs to be looked at for the future.

Responsibility of Directors

H Oswald advised that in regards to her comment on Pg 59 of the minute, she had advised that CGLMC Ltd directors have the same responsibilities to this company as shareholders have with other companies.

**7. Pro-Shop Business****(a) Approval of Minutes of Pro-Shop Sub-Committee Meeting of Tuesday 4<sup>th</sup> March 2014**

Approved: G Paton

Seconded: J McLeish

**(b) Matters Arising Therefrom**VIP Scheme

R Reyner advised that the opening night was successful. There are 51 VIP members to date with 11 signing up on the evening. R Reyner advised the C Sinclair is keen to host another similar evening at the end of May, inviting both current members and potential new members. This could possibly tie in with the opening of the 6 new holes.

### Starters

The starting processes are now in place for the start of the season.

### Junior Winter League

The winter league has now finished, and a presentation will be organised to take place in the next 4-6 weeks. Directors will be invited.

### Website

R Reyner advised that the last time the Junior part of the website was updated was August 2013, and this needs to be updated more regularly. R Reyner advised that he has spoken to C Sinclair about this issue.

### CCTV

C Sinclair is currently awaiting an installation date. H Oswald advised that the minute notes that approval is still to be sought. The directors agreed to approve this project. J Gilbert suggested that sub-committees should have some leeway to make purchases of low value.

### Fob key check in

The software is still currently being written and will be ready shortly. R Reyner recommended that the clubs be notified in advance.

### Bag Tags

They will arrive in 2 weeks.

### 50% Discount on VIP Scheme for Staff

R Reyner advised that C Sinclair was not supportive of this scheme. W Thompson advised that staff and directors receive all core products at cost plus VAT. The committee agreed not to grant a 50% discount to staff who join the VIP Scheme. R Reyner asked that the list of core products be made available to all staff and directors.

### Junior Convenor

R Reyner advised that discussions took place at the Pro-Shop meeting in regards to the success of the programme. He advised that it was proposed that a Junior Convenor be employed to carry out the programme. This person would report to C Sinclair. C Sinclair would still run the programme. J Gilbert stated that the Junior Convenor programme needed a radical change and that any new convenor should report directly to the Directors. J Gilbert also stated that, should a Junior Convenor be appointed, the allocated salary would be transferred from C Sinclair's salary to the new Junior Convenor.

R Reyner advised that he has spoken with St Andrews who will provide their job specification for a Junior Convenor. He enquired to whether the directors agreed to this additional role, and what funding would be available. It was advised that the assistant professionals receive payments for their contribution to the junior programme. W Thompson said it should be looked at how the junior budget is currently apportioned and therefore what funds might be available for the junior convenor. He said that a junior convenor would hopefully be in place for the May holidays when the 6 new holes open. It was advised that funding may be sought from the R&A.

H Oswald advised that CGLMC Ltd can speak to the Angus Council Sports Coordinator. R Reyner advised that CGLMC Ltd are currently in discussions with her.

A McCartney enquired to how a Junior Convenor would be sourced. R Reyner advised that the process would have to be transparent. W Thompson suggested that there are currently some club members that would be suited to the role. B Boyd enquired to who would carry out interviews for the role. It would be expected that G Duncan, R Reyner and W Thompson would interview the candidates.

R Reyner is to produce a job specification and advertise the role for a total of 14 days. Interviews will then take place. H Oswald suggested that the interviewing group should have the discretion to make the decision on who should be offered the role.

#### Convenors Authority to Approve Spends

W Thompson referred to J Gilbert's earlier comment and agreed that Sub-Committee Convenors should be given a budget that can be spent without requiring directors approval. H Oswald suggested that this budget should be spent over a few projects, and not all on one item.

#### Pin Sheets

W Thompson suggested that Pin Sheets are needed for the future. G Duncan advised that Pin Sheets will be produced shortly, once a smartphone app has been purchased.

#### Unstocked Items in Pro-Shop for VIP Members

J Gilbert asked for clarification on the system in which C Sinclair can order in non-stock for members as requested.

W Thompson advised that he was of the understanding that C Sinclair would order in non-stock if requested by a VIP member, but the full VIP discount would not be given.

R Reyner advised that this was not his understanding. He advised that he believed the facility would be available to all customers and that the cost would be the same as for stocked items.

W Thompson and R Reyner are to discuss and clarify with C Sinclair.

#### TGI

W Thompson advised that he was under the impression that CGLMC Ltd joined TGI to receive the newsletter and web experience, not specifically in order to purchase non-stock items.

G Paton enquired to whether the newsletter had been issued yet. He was advised that it has not been issued. It is currently in draft form and will be issued to the PR Convenor before being sent.

R Reyner advised the committee that this newsletter is not only to promote Pro-Shop business. Anything to do with Carnoustie Links can be included in the newsletter.

#### Retail Position within Pro-Shop

A McCartney enquired to whether the retail position was offered to ex-starters. He was advised that the starters were not offered this position as the Pro shop were not aware that their position had been withdrawn. The committee agreed that plans need to be produced for the future in order that this does not happen again.

## **8. Major Projects Business**

### **(a) Approval of Minutes of Major Projects Sub-Committee Meeting of Monday 31<sup>st</sup> March 2014**

Approved: J Gilbert

Seconded: R Reyner

### **(b) Matters Arising Therefrom**

#### Refurbishment of Pro-Centre

W Thompson advised that refurbishment is required to facilitate the movement of staff into the centre. There will be a keen eye on the expenditure and the plan to cause as little disruption as possible.

The external of the building needs a general tidy up.

#### Committee Remits

W Thompson advised that there was small amendment required to the Committee Remits paper.

#### Forward Planning

W Thompson advised that A McKeown had some recommendations on how to plan for 2015 and the future, such as Corporate Tickets.

W Thompson advised that Phase 2 of the Golf Centre future is to produce a 5 year plan delivering more office space, meeting rooms and improved customer facilities in the Centre itself. There is also a requirement to investigate the potential for a driving range.

The R&A will need to be consulted in any future building plans.

#### Website

W Thompson advised that the website needs to be updated in order to maximise sales from the online shop. After golfers have bought their golf online, they should be directed through the online shop.

#### Toilets on the Course

A McCartney enquired to when the toilets at the 15<sup>th</sup> Championship Course and 8<sup>th</sup> Burnside Course will be complete. J Gilbert advised that A Reid has indicated a completion date of between 2-4 weeks.

R Reyner requested that good quality taps be installed in these buildings.

## **9. Tournament Business**

A McCartney gave the names of the winners of the competition held in relation to the opening of the Buddon Links new holes.

W Thompson advised that there has been very good press covering this event.

A McCartney thanked C McLeod for his input into this event.

A McCartney advised that he was disappointed that agreement was made at short notice by the Season Ticket Committee to host the event on all 3 courses as it did not receive Tournament Committee, or full board, approval.

W Thompson agreed that this should have been approved by the full board, but was still a very well received event.

#### **10. PR Business**

R Reyner advised that he had been in discussions with a potential sponsor for Carnoustie at the Dunhill. W Thompson said he would be happy to meet with the gentleman concerned, but would prefer to do some preparation work first.

#### **11. Season Ticket Business**

##### **(a) Approval of Minutes of Season Ticket Sub-Committee Meeting of Monday 17<sup>th</sup> March 2014**

Approved: W Thompson

Seconded: B Boyd

##### **(b) Matters Arising Therefrom**

J McLeish advised that there were no recommendations that came from this meeting. He said that a lot of work is required to come up with new, practical proposals and this was just the beginning of the process.

#### **12. Environment Business**

There was no business.

#### **13. Golf Services Managers Report**

##### Annual Course Inspection

The directors agreed to move this to the Buddon Links Course this year.

##### Early Season Ticket Waiting List Movement

C McLeod advised that 33 people have moved off of the 3 course 7 day waiting list, 38 have moved off of the 2 course 7 day waiting list and currently there is no waiting list for the 1 course 7 day ticket. There has been significant movement this year.

The course survey will take place this weekend.

##### Inaugural Media Cup

This took place last week. The Buddon Links course was played on Wednesday and the Championship course on Thursday. There is already coverage on Twitter and other internet sites. The competition was well received and the Buddon Links course received much praise. The prize for the winner was a round on the Championship course plus 2 rooms in the Carnoustie Golf Hotel. The prize was won by Bunkered Magazine and will be made available as a prize to the winner of the magazine's competition.

W Thompson asked that G Duncan write a letter to the hotel thanking them for their input and highlighting the concept of working together.



Proposed New Webcam

C McLeod advised that in the past a webcam did record the 1<sup>st</sup> tee of the Championship course and was sponsored by Angus Council but had been withdrawn some time ago. C McLeod advised that a local businessman has asked the directors to consider allowing him to install a webcam on the 1<sup>st</sup> tee which can produce footage to be sold to golfers as a memento of their time at Carnoustie. Discussions were held regarding the use of CGLMC Ltd logo.

W Thompson advised that he was in favour of installing a webcam but not for this use. He further advised that CGLMC Ltd could do this in house if the directors agreed. W Thompson suggested that discussions be held with A McKeown in regards to installing a web-cam in association with Angus Council.

The directors agreed:-

- i) to enter into direct discussions with Angus Council on this matter, with no third party involvement.

The directors did not approve a request for the use of the logo by a local business who wished to produce video footage.

**14. General Managers Report**

G Duncan advised that the opening of the Buddon Links course was a very successful day. There had been excellent media coverage locally and it is hoped to achieve column inches in the wider golfing press.

A national press release has been issued.

G Duncan advised that a letter of thanks had been received from Provost Helen Oswald for being invited to cut the ribbon at the opening ceremony.

Seagreen

G Duncan advised that press coverage suggests that SSE are currently putting the Seagreen project on hold. He advised that he had spoken with Angus Council and both parties have agreed that they should ask for any costs incurred so far to be reimbursed. The official Seagreen position is that the project will still progress and is still viable. G Duncan will keep the directors updated on this matter.

Schools Design for 6 New Holes

G Duncan advised that with the help of Emma Thomas, there has been a great response from the local primary schools in regards to the design and naming competition. R Reyner enquired to how the winner would be judged. G Duncan advised that this is still to be decided. There is a ballot box for members to vote.

**15. Companies House Matters**

There were no matters.

**16. Health and Safety Report**

J Gilbert enquired to the matter in which a lady tripped on the Buddon Links course. G Duncan advised that it is thought that a caddy car had pulled up the mat initially and the lady then tripped over it. Flowers have been sent and CGLMC Ltd have offered to pay for the repair of her glasses, and the replacement of any damaged clothing. The mat has been repaired.

There being no other competent business, the meeting was then closed at 2050 hours.