

**Minutes of Major Projects Sub-Committee Meeting held the Committee Room at 20 Links Parade on Monday 27 January 2014**

Present: P Sawers (Major Projects Convener), W Thompson, J Gilbert, A McKeown, J McLeish, G Murray, R Reyner.

In Attendance: G Duncan (General Manager).

Meeting began 7.15 pm.

**1. Apologies**

A McColgan.

**2. Status Report on Major Projects**

P Sawers advised that she would like the committee to discuss all projects that are currently on the Major Projects list. The committee referred to the document circulated prior to the meeting.

- Status of Current Projects (Pg 4)

The committee reviewed and agreed to the status report in the document.

- Approved / Proposed Projects from The Business Plan (Pg 5)

- Greenkeeping Equipment – complete

W Thompson enquired to whether this was replacement machinery or new machinery. He was advised that it was mostly replacement of old stock. W Thompson advised that CGLMC Ltd should make sure that the full lifecycle cost of a machine is calculated before purchasing it, not just the initial spend. P Sawers advised that she would like A Reid to produce a refresh program for all of the greenkeeping equipment.

- Practice Facility – Drainage improvements (exact requirements, costs and timescale to be agreed)

J Gilbert advised that trial works will start in April. There may be the opportunity to receive funding from the R&A to carry out this work as an Open Championship draws closer, and therefore there will be no agreement on the final works at this point. The trial works will be reviewed and a final decision will be deferred.

- Practice facility – Driving Range modernisation (exact requirements, costs and timescale to be agreed)

J Gilbert advised that the practice facility was not to go ahead before the drainage works had been carried out in the area. This work will wait until the practice area is complete. J Gilbert raised concerns in regards to the location, suggesting that it may be too far out for visitors to use, P Sawers advised that this facility is only likely to be used by locals. J Gilbert suggested that, in his view, the only practical option for a driving range was to use the present 2<sup>nd</sup> and 18<sup>th</sup> holes of the Buddon Links course.

W Thompson advised that CGLMC Ltd have the opportunity to amend the proposed plan as the business plan develops and changes. He advised that CGLMC Ltd have a better understanding of what the next 5 years now hold and therefore there may need to be changes to the Major Projects. W Thompson suggested that the committee should come up with a new list of recommendations, potentially including the works at the 2<sup>nd</sup> and 18<sup>th</sup> holes. He suggested that the committee should think more strategically about the plan as whole.

– Burnside Improvements (exact requirements, costs and timescale to be agreed)

J Gilbert advised that changes will now be made to this plan as the 2<sup>nd</sup> hole has greatly improved and will not require much, if any, work. The 1<sup>st</sup> hole can be done in the winter works as it is only a small job. The only hole that is likely to be a Major Project is the 3<sup>rd</sup> hole. Work on that will not be carried out until the works on the 16<sup>th</sup> hole are complete and the turf can be recovered for use on the 3<sup>rd</sup> hole.

– Replacement of Buddon irrigation pipes remaining holes (2,3,4,5,6,14,15,16 & 17)

This is scheduled to be carried out in the winter works 2014/15.

- Projects not yet approved:

Golf Centre Development – External

There have been no decision made on this project.

Golf Centre Development – Internal

P Sawers advised that the works that take place in the centre have to align with CGLMC Ltd's operational plan for the future.

Replacement of the Irrigation software / circuit board

P Sawers advised the committee that CGLMC Ltd have no support available for this system. It was made bespoke for Carnoustie and the supplier is no longer operating as a company. If the system was to fail, there is no guarantee it could be repaired or that the irrigation system could even be operated manually. In the Links superintendent's opinion, this is a main priority. A new system is estimated to cost around £20,000.

W Thompson advised that this is an item that should be dealt with through the Finance and Greens Committee. The cost in the grand scheme of things is low and should not need approved by the Major Projects committee. P Sawers advised that the machinery replacement should not be dealt with by the Major Projects committee either, and this will be referred to the Finance Committee as appropriate.

W Thompson advised that the plans with the Golf centre need to tie in with all of the other plans for CGLMC Ltd for the future, and need to accommodate the requirements of the business.

P Sawers gave an update of items from Previous Major Projects Sub-Committee Meeting

These were

– Assess available space at Greenkeepers shed and Golf Centre to support the business requirements of: offices; meeting room(s) and reception area

The committee agreed.

– General Manager and Golf Services Manager (GSM) to relocate, probably to Golf centre. GSM to take over responsibility for golf centre operations

P Sawers advised that this plan can change, but it is a starting point. W Thompson suggested that CGLMC Ltd need to look at a new document management system, and guidance would need sought on this matter.

– Administration duties to be re-assessed prior to October, when there will be staff retirements

The committee agreed

– Pro shop to work under direction of operation manual and focus on expanding the business.

The committee agreed.

– Customer Service to be dealt with at the golf centre with a view to seven day working

The committee agreed.

– Sale of offices at 20 Links Parade – no decision has been made on this even if the above operational changes take place.

It was agreed that no decision should be made at present. The property can always be sold should CGLMC Ltd need capital for future projects.

- Implementation of Actions from Development Plan and Business Plan Update

P Sawers asked G Duncan what he would like to see in regards to the operational running of the business. G Duncan advised that currently, CGLMC Ltd operates out of 3 different buildings. He advised that this is better than when the business was run from the Hotel, but it still has issues. There is not a large enough meeting room for full board meetings. The Golf Services Manager in G Duncan's opinion is based in the wrong place and should be working from the Golf centre as he is customer facing. The Head Professional should not have to be running the Pro-Centre. More of CGLMC Ltd office staff should be based at the Golf Centre, preferably in custom built offices. Doing this would resolve any staffing issues, that are due to rise in the coming year with 2 members of the office staff retiring, without the need to bring in replacement staff. .With this movement of staff, 20 Links Parade would not be required and the sale of the property could fund any new office construction.

G Duncan advised that there are other options to these suggestions. However, he advised that no progress has been made in the last 7 months and decisions need to be made before the 2 staff members retire in October.

R Reyner advised that the space awareness results with regard to the Golf Centre were never circulated to the committee. It was advised that these results will now be distributed.

P Sawers asked whether the current plans for the Golf centre included a board room. G Duncan advised that a boardroom would be provided if new offices were constructed, but there was no space for a meeting room within the Golf centre.

W Thompson advised that he had concerns in regards to constructing a building adjacent to the Pro-Centre. A McKeown enquired to whether the upstairs of the Pro-Centre was originally intended for business or retail. G Murray advised that it had been built to accommodate either application.

W Thompson suggested that professional expertise would be required to work through the business in order for CGLMC Ltd to get out of the centre what they require. He suggested that in the meantime, CGLMC Ltd need to decide on a phase one plan for the middle of 2014, and a phase 2 plan for the near future.

P Sawers advised that whatever plan is put in place for phase one, it must fit in with the phase 2 future plans.

R Reyner suggested that the Golf centre should have originally been built with meeting rooms included.

A McKeown advised that the committee need to look at a 5 / 10 / 15 year plan in order to decide where they want to go, and then a plan put in place to get there.

W Thompson suggested that a proposal be produced for the phase one part of the plan which would need to be implemented this year. A finance plan would need to be considered.

P Sawers advised that it is important that the plans and reasons for the changes are communicated to the players / public.

W Thompson suggested that each Committee member needs to take on a part of the plan each as there is too much for one person to compile alone.

J Gilbert suggested that G Duncan put a proposal to the next Major Projects meeting for the phase one part of the plan.

P Sawers proposed that another Major Projects meeting be held in 2 months.

G Duncan advised that any amendments made to the Golf Centre or movement of the staff would have to be approved by the full board.

The Committee agreed that G Duncan requires the committee's support to improve the business for the future.

G Duncan advised that a decision would need to be taken at the full board with regard to the starting of season ticket holders for the Championship and Buddon Links next year. This could either take place at the present starter's desk or in the Pro Shop.

J Gilbert raised concerns about the Pro-Shop staff taking over starters duties after the situation last year. W Thompson advised that the only problem last year was with the ballots, and it would be the case that all ballots would be done in the Burnside starter's box.

R Reyner proposed that all starting for the Championship and Buddon Links should take place in the Pro Shop. It was agreed to take this matter to the next full board for discussion and decision.

W Thompson proposed that in future full board meetings that the General Managers Report and Golf Services Managers Report be replaced by recommendations and comments of the running of the business by G Duncan and C McLeod. He suggested that the General Manager and Golf Services Manager should take part in discussions at meetings and not only answer questions put to them.

W Thompson suggested that a recruitment proposal and starting / ballot proposal be produced. W Thompson suggested that CGLMC Ltd need to find new income from new golfers. He suggested that CGLMC Ltd are very good at taking business from the same Tour Operators year on year, but this does not necessarily create new income.

R Reyner enquired to whether the admin departments would handle the workload once the 2 staff members retire. G Duncan advised that he was fairly confident that they could handle the workload, as long as the staff were based in the right place. He also advised that the Pro-Shop could handle the starting duties and in turn staffing costs will be reduced. G Duncan advised that these plans are deliverable in the timescales as long as they are agreed by the full board.

### **3. Future Plans**

R Reyner advised that everyone would like to see a Driving Range at Carnoustie. The best place for this would be at the 2<sup>nd</sup> and 18<sup>th</sup> holes.

W Thompson advised that the Tour Operators need to be managed better as currently the bus drivers wait for the visitors to come off the 18<sup>th</sup> green, then get them on the bus and off to the next destination. The visitors do not have time to find out about the history of the courses or visit the Pro-Centre.

J Gilbert advised that one of the problems is the quality offered by the hotel. It was advised that the main problem of the hotel is that it cannot offer golf plus accommodation package deals.

W Thompson reiterated that G Duncan and C McLeod should take part in meetings, rather than waiting to give answers. G Duncan advised that on the many occasions that C McLeod puts forward proposals to the full board (which are usually ways of increasing income), but they are often rejected.

W Thompson advised that the committee need to look at ways of encouraging Season Ticket holders to move to different tickets that are more appropriate to the times and courses they play.

A McKeown advised that it was encouraging to see that CGLMC Ltd are keen to constantly improve the course, the customer experience and the connection to the town.

J Gilbert gave a brief overview of the last proposal for a Driving Range at Carnoustie. He advised that lessons have been learned from this experience.

After discussions, the committee agreed the following:

- G Duncan should produce a short term operations proposal for the next Major Projects meeting, which should be put in place by mid 2014.
- The Space Awareness plan should be distributed to all directors.
- A report should be put forward on the starting of season ticket holders for the Championship and Buddon Links.
- A strategic proposal (outline plan) for the future is to be compiled.
- A funding plan should be drawn up.

J Gilbert enquired to whether the full plan will be made public. He was advised that if it is agreed by the full board it will be put in the public minutes.

A McKeown enquired to whether R&A funding may be likely for any of these plans, G Duncan advised that this was possible, but would be most likely if an Open Championship was announced for Carnoustie.

A Driving Range may have to be open-air as the R&A may have issues with a permanent structure.

#### **4. Any Other Competent Business**

The next Major Projects Meeting will take place after the Finance Committee meeting in March.

There being no other competent business, the meeting was then closed at 2045 hours.