

**Minutes of the CGLMC Ltd Major Projects Sub-Committee Meeting
held in the CGLMC Ltd Office on Monday 31st March 2014**

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

In Attendance: G Duncan (General Manager).

Meeting began 1900 hours.

1. Apologies

A McColgan, J McLeish.

2. Short Term Operations Proposal

Golf Centre (Internal)

P Sawers presented the 3D image of the proposed changes to the Starters area, which would then provide office accommodation for the Golf Services team in the Golf Centre.

Suggestions were made with regard to the colour scheme and it was recommended that the reception desk be moved to the left, and reduced in size, in order to increase the office space available.

The directors agreed to have detailed plans, and costs, prepared, which would then be reviewed by the Major Projects committee for recommendation to, and approval by, the full board.

Golf Centre (External)

P Sawers advised that it had previously been agreed that the area needs tidied up and improved to make it more of a proper entrance.

Images of potential plans were circulated to the committee members.

G Murray suggested that the lighting under the canopy needs to be improved, whether that be with uplighters or another option.

Lighting had previously been agreed between the Golf-Centre and the Golfers Car Park.

The committee agreed that the logo style flower display would be appropriate if executed well.

The committee agreed that an attractive and appealing entrance to the course is required.

R Reyner asked whether Angus Council Parks Department would be able to assist and advise on the planting of the logo flower display. A McKeown suggested that A Nicholson may be the best person to ask.

The committee agreed that no buses would be allowed to park outside the Golf Centre.

G Murray advised that the walls at the entrance should be very low.

P Sawers enquired to whether costs for this project had been sought. G Duncan advised that he had not got any costs yet as the road construction would need to be agreed upon first.

It was agreed that the area of the old 1st tee would need to be kept as flat as possible for any major tournaments in the future. Concerns were raised in regards to the amount of hard standing areas currently around this area. It is in danger of becoming very dark.

R Reyner suggested that the road should form a loop whereby buses would drive in, drop off and then exit to park in the Black slab car park. There should have no option for parking within the Golf Centre ground.

A McKeown enquired to whether a road would be build, or whether a grass style pathway would be produced for vehicles to use. The committee agreed that a road should be build, with a small kerb in order that buses could not drive on the grass.

The committee agreed that detailed plans, and costs, should be prepared, using R Reyner's proposal for the road as the basis for traffic flow. The plans should also include the logo flower bed option, removal of the old Buddon Links first tee with proposals for the area, appropriate entrance and exitways at the Black slab and lighting options. These will then be reviewed by the Major projects sub-committee in the same way as the internal golf Centre plans.

R Reyner suggested that better drainage in this area is required before any building works are carried out. This area floods often and this would be the time to remedy the flooding problem. The committee agreed.

A McKeown enquired to whether building in this area would get in the way of any future plans. It was agreed that there were no plans to utilise this area for anything else in the future.

It was enquired to whether permissions would be required from Angus Council to carry out the proposed works. G Duncan advised that planning permission will likely be required, but he does not see any potential issues. G Duncan and P Sawers will discuss with Angus Council Planning Department.

R Reyner enquired to whether the steel beams on the inside of the Centre will be clad. G Duncan advised that they will be clad. He is currently getting a few options. The committee agreed that the cladding should be build right up to the atrium of the building.

J Gilbert asked whether the committee would agree to add some remedial works into the Winter Works schedule in order to tidy up the mound next to the Golf Centre. This would include planting the whole area in fescue grass in order that there is the same grass type over the whole mound. The committee agreed. J Gilbert advised that this work is not in the current Winter Works budget and would be an addition. This should be considered by the Finance Committee.

3. Committee Remits and Convenor Duties

'...ex-officio members of the Season Ticket Sub-Committee...' should be amended to say '...ex-officio members of the Major Projects Sub-Committee...'

P Sawers suggested that CGLMC Ltd need to be careful about stating that the committee are to discuss and recommend items in excess of £50,000. W Thompson advised that all costs that have been agreed need to be agreed by the Finance committee and the full board before going ahead in any case.

4. Any Other Competent Business

A McKeown advised that discussions have been held in regards to 2015, but definite plans need to be made on how the business will deal with the reduction of income. There have also been no discussions regarding 2016. A McKeown suggested that there will likely be a gap in the business plan of where CGLMC Ltd want to be, and where the business is going in the next few years.

A McKeown suggested that Social Media is a great way to promote deals and get people talking about the business. P Sawers advised that she had this discussion of Friday also. She advised that CGLMC Ltd need to speak with the Tour Operators and how the businesses can help each other during times of reduced income. P Sawers also suggested that the committee need to support C McLeod with plans for these times.

W Thompson suggested that the loss that is to be expected needs to be quantified, and then the committee need to work with C McLeod to come up with some proposals. He also advised that the cost vs income needs to be considered and whether putting out a large cost in order to receive only a small increase in income would be efficient.

It was agreed that W Thompson, G Duncan, C McLeod and A McKeown should discuss this further and produce proposals. All committee members are welcome to recommend any proposals.

P Sawers suggested that she and G Duncan should consider future phased plans for the business. These plans would include new offices, meeting rooms and significantly better customer facilities within the Golf Centre. A McKeown suggested that these plans can only go ahead in the future if there is an income stream that can sustain them.

A McKeown suggested that discussions need to be held in regards to the cost of season tickets.

The committee agreed that P Sawers and G Duncan should come up with detailed proposals for the future plans of the business.

J Gilbert asked that a driving range and 2 new holes for the Buddon Links course be investigated and added to the list of potential future plans. The committee agreed.

A McKeown suggested that all plans be collated, and then a cost be attributed to these plans. If approved in principle, then the committee should work to find a way in which to fund the plans, and how long this may take.

It was agreed that P Sawers and G Duncan should work on the plans for the Golf Centre and W Thompson, R Reyner and J Gilbert should work on plans for the 2 new holes and driving range. These plans can then be compiled together.

A McKeown advised that further discussions need to be held with the Carnoustie Hotel and Angus Council in order to come up with a better arrangement for all parties.

J Gilbert advised that CGLMC Ltd do not do well on internet sales. He suggested that this may be a way of bringing in extra non-golfing income. W Thompson agreed and advised that CGLMC Ltd do not work the website properly. There should be a system whereby when a golfer buys a teetime at Carnoustie, they are automatically put through to the online shop where they can purchase items before they arrive. Items such as embroidered hats can be ordered in advance by players who could pick them up on their arrival. This may be something that the staff can work on over the winter months.

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The committee agreed that ideas are required from GMS on ways in which the website can be improved. CGLMC Ltd can also collect email addresses from online bookings meaning that email offers can be sent out to anyone who has ever booked online to play at Carnoustie.

There being no other competent business, the meeting was then closed at 1945 hours.

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