

**Minutes of the CGLMC Ltd Full Meeting held in the Greenkeeping Sheds on Monday 1<sup>st</sup> February 2016.**

**Present:** P Sawers (Chairman), C Yule, G Murray, L Gordon, I Frier, J Gilbert, A McArtney, T Healey, A McKeown, H Oswald, G Paton, A McColgan, A MacKenzie, W Bowles

**In Attendance:** G Duncan (General Manager)

The meeting began at 1855 hours.

**1. Apologies**

J McLeish

**a) Any Additional Agenda Items**

There were none.

**b) Declarations of Interest**

J Gilbert and I Frier declared an interest in any matters relating to caddie duties.

**2. Approval of Minutes of the CGLMC Ltd Meeting of Monday 11<sup>th</sup> January 2016**

**Amendments**

Page 5 Item 7 add a final paragraph to say – I Frier asked if the question relating to the timing of the proposed Golf Centre extension was the first public acknowledgment of a slowing of momentum in the project. P Sawers said this was not the case.

**Approved:** T Healey

**Seconded:** A McKeown

**a) Matters Arising Therefrom**

P Sawers referred the Trustees to the proposed schedule of meetings for the Golf Centre extension. A McArtney asked if the final meeting could be moved as he was on holiday. However it was agreed not to change the date.

The Trustees approved the proposed schedule of meetings as detailed:-

**Tuesday 1<sup>st</sup> March 2016** – All reports will be sent out to Trustees by email.  
(Hard copies will be available).

**Wed 2<sup>nd</sup> to Thu 10<sup>th</sup> March 2016** – Any questions for the Professional Consultants can be emailed to Karen and will be answered on the 14<sup>th</sup> March.  
([karen@carnoustiegolflinks.co.uk](mailto:karen@carnoustiegolflinks.co.uk))

**Monday 14<sup>th</sup> March 2016 at 6.30pm** – Presentation of reports by the Professional Consultants in the Carnoustie Hotel.

(Attended by Alan Creevy of CDLH, Maria Francké of Maria Francké Planning, Steve Cartwright of Henderson Loggie, Darron McKay of WJR Christie).

**Tue 15<sup>th</sup> and Wed 16<sup>th</sup> March** – Email any further questions to Karen and these will be answered and relayed to the Trustees by the 21<sup>st</sup> March.

**Monday 21<sup>st</sup> March 2016** – Discussion Meeting (Trustees only).

**Tuesday 29<sup>th</sup> March 2016** – Trustee meeting and vote on the project.

### **3. Greens Business**

#### **a) Approval of Minutes of Greens Meeting of Monday 18<sup>th</sup> January 2016**

Approved: C Yule

Seconded: L Gordon

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

There were no matters arising.

### **4. Finance Business**

#### **a) Approval of Minutes of Finance Meeting of Monday 25<sup>th</sup> January 2016**

Approved: T Healey

Seconded: A McKeown

**b) Matters Arising Therefrom**

G Murray said that the Finance Sub-Committee agreed to recommend a 3.1 % season ticket increase for 2016/17.

A McCartney proposed a 2% increase, but there were no seconders for that proposal.

The Trustees approved:-

- i) 3.1% season ticket increase for 2016/17

**5. Pro Shop Business**

**a) Approval of Minutes of Pro Shop Meeting of Thursday 21<sup>st</sup> January 2016**

Amendments

Page 11 Item 6 add – A discussion took place as to who would be responsible for the bag handlers and concierge. A MacKenzie said he thought this should be the Golf Services Manager.

Page 12 after the first paragraph add – I Frier said that 4 quotations had been obtained for the radio system.

Approved: C Yule

Seconded: L Gordon

**b) Matters Arising Therefrom**

Strategic Partnership Report

I Frier referred to the strategic partnership report and said that the Pro Shop sub-committee recommended it for approval.

J Gilbert said he was happy with the strategic partnership decision, but queried whether contact should have been made with other suppliers such as Callaway and Titleist to see if they could offer better terms. P Sawers and H Oswald both agreed with this. G Duncan said that, in the future this would occur, but we were too far down the road to do that with this contract. He said that this would be dealt with as part of the scheme of delegation, but at the moment the decision making process was in a transitional period.

The Trustees approved the:-

- i) strategic partnership agreement as described in the minute.

### Kinsey Online Proposal

I Frier described the Kinsey online proposal and said that the Pro Shop sub-committee recommended it for approval.

P Sawers said it was very important that the website looks like ours with the same banners. I Frier said that it should have the same branding as it was a one stop shop. H Oswald said that it was important that G Duncan and P Sawers saw the website before it goes live.

A McKeown said that he was concerned with the lack of information that was being provided to the Trustees on these matters and as a result they were not able to exercise proper governance. He said there should be a consistent reporting format used, and this was supported by the Trustees.

P Sawers said she would like the Trustees to view the website prior to it going live. I Frier agreed this would be helpful.

The Trustees approved:-

i) the Kinsey online proposal as described in the minute.

### Customer Journey

I Frier covered the communication system, staffing and the 4 screen visual wall.

W Bowles referred to the previous comments made and said he felt it was a difficult decision to make without a full set of paperwork in front of him.

T Healey said that the report presented to the sub-committee had been very comprehensive and that I Frier's recommendations should be supported by the Trustees. He said he felt that if the sub-committee had investigated this matter thoroughly, then the main board should recognise that and approve their recommendations.

J Gilbert said that he understood that an individual had already been interviewed and appointed for one of the posts. He could not understand how this could happen prior to the full board approving the positions. A McKeown said that if this was the case this was a serious management issue and he asked G Duncan to investigate. P Sawers said that a full job description would need to be drawn up first and that a proper recruitment procedure be put in place.

J Gilbert asked why St Andrews had not been visited as it was a more appropriate venue to compare. A MacKenzie said that he felt the 4 courses that had been visited were very different to ours and that they charge a significantly higher green fee to pay for all the staff they use.

It was agreed that the visitor green fee that we charge is too low.

I Frier pointed out that the overall staffing costs were calculated at 4% of the visitor green fee and this would be factored into the next price review of the visitor green fee.

J Gilbert said that the time taken for the caddies to be radioed from the hotel and only meet their golfer 5 minutes before on the tee was not feasible. At the moment they meet 15mins before the tee off time and establish a relationship with the golfer before they made their way to the tee. This is why Carnoustie caddies are spoken so highly of. P Sawers said that the caddies are an integral part of our customer experience and would hate for our caddies to feel devalued. A McArtney asked if the caddie master had been talked to regarding this. C Yule said that she would be and that the time taken to meet the golfers would be amended to whatever was required.

J Gilbert said that he had heard the Head Professional discussing the fact that a section of the large store could be made into a caddie room and he thought this was an excellent idea. I Frier asked if the meeting had taken place to discuss the bag store in the hotel. G Duncan said that the meeting was happening on the 2<sup>nd</sup> February.

Following further discussion the Trustees approved that:-

- i) Radio Communication system be purchased at a cost of £5,355
- ii) The additional season staff (conciierge and bag handlers) at an additional cost of £54,455. Any additional salary costs would be required to be brought back to the board.
- iii) A 4 screen visual wall be purchased at a cost of £5,950 plus £89 per month maintenance charge

## **6. Major Projects Business**

There was no other business.

## **7. Tournament Business**

A McArtney said that the Tassie had opened on the 11<sup>th</sup> January and been filled in 4 minutes. He thanked Colin McLeod for supervising the process on that evening.

## **8. PR Business**

L Gordon said that they would be preparing an article regarding the Operation Pollinator award.

## **9. Season Ticket Business**

There was nothing to report.

## **10. Environmental**

J Gilbert reported that a meeting had been held with Dr Bob Taylor regarding the environmental booklet. This was now well in hand.

J Gilbert thanked C Boath for his hard work on the Operation Pollinator project and said his work had been outstanding. He said they would liaise with local schools and use GMS for PR. P Sawers agreed that C Boath had done a fantastic job.

## **11. Charitable Applications Business**

There was nothing to report.

## **12. General Manager's Report**

### Caddie Master

G Duncan said he had received helpful advice from A MacKenzie and T Healey, and if the caddie master operation was to be brought in house there may be implications with regards to the taxation position with HMRC. It was agreed that C Yule and T Healey would assist G Duncan and a full report would be prepared for the Trustees in due course.

### Scheme of Delegation

G Duncan referred the Trustees to the Delegated Authority Levels report and the Procurement Policy report. G Murray said that the Contract Value table on page 3 of the Delegated Authority Levels report in the £150,000-£250,000 level, should read Chairperson and Finance Convenor.

G Duncan said the table in appendix 1 of the Delegated authority Levels report would be corrected.

With these amendments the Trustees approved:-

- i) the Delegated Authority Levels and the Procurement Policy.

**13. Golf Services Manager's Report**

Dream Ticket

Following previous Trustees comments G Duncan said he had some concerns regarding the Dream Ticket report.

It was agreed to defer the report until Colin McLeod was available to update the report.

**14. Companies House Matters**

There were no matters to report.

**15. Health & Safety Report**

There were no matters to report.

There being no other business the meeting closed at 2030 hours.