

**Minutes of the CGLMC Ltd Full Meeting Held in the Hogan Suite, The Carnoustie Golf Hotel
on Monday 11th December 2017**

Present: P Sawers (Chairman), C Yule, A McArtney, J Gilbert, G Paton, G Murray, A McKeown, T Healey, K Fraser, D Cheape, B Myles, A McColgan, J McLeish, I Frier, L Gordon

In Attendance: M Wells (Chief Executive), A Reid (Links Superintendent), C Sinclair (Head Professional)

The meeting began at 1930 hours.

1. Apologies:

There were no apologies.

a) Any Additional Agenda Items

There were none.

c) Declarations of Interest

There were none.

2. Approval of the Minutes of the CGLMC Full Meeting of Monday 6th November 2017

K Fraser said that in Section 16 this was regarding a Code of Conduct for Season Ticket holders and he enquired as to the status of this. The Chairman indicated that the Chief Executive and C McLeod are working on this. The Chief Executive added that the Code of Conduct being developed and will also cover Caddies, Staff and Trustees.

Approved: C Yule

Seconded: K Fraser

Matters Arising Therefrom:

The Chairman intimated that for the purpose of the minutes, the Food and Beverage operation within the new golf centre had been covered in the presentation held earlier in the evening.

C Yule said that the complaints policy is now in place and will be available on the website soon.

K Fraser questioned why there was no Finance papers available again at the meeting. The Chief Executive apologised and said this was an oversight in the digital agendas sent out, but were included in the hard copies.

3. Greens Business

Approval of Minutes of the Greens Meeting of Monday 20th November 2017

Approved: G Paton

Seconded: L Gordon

4. Finance Business

G Murray said that in future Finance papers will be circulated prior to meeting, but would welcome any questions the Trustees may have to himself or D McDonald. He commented that Tour Operators are now beginning to pay their balances and all is looking positive for visitor numbers.

5. Pro Shop Business

There were no matters.

6. Remuneration and Reward Business

There were no matters.

7. Major Projects Business

P Sawers said this has been covered in this evening's presentation.

8. Tournament Business

There were no matters.

9. PR Business

There were no matters.

10. Season Ticket Business

There were no matters.

11. Community Benefits Business

There were no matters.

12. Environmental Business

Approval of Minutes of the Environment Meeting of Wednesday 29th November 2017

Approved: G Paton

Seconded: I Frier

13. Health & Safety Business

T Healey said a meeting is scheduled for the 20th December 2017.

14. Chief Executive Report

a) Board Report – Streamlining Committee Structure

The Chief Executive summarised his report on board sub-committees and the subsequent individual board member engagement which had taken place.

The board agreed with the recommendations contained within the report that the sub-committees should be reduced as per the attachment to the agenda. This would see a reduction in sub-committees whilst maintaining constitutional requirements. It was agreed that the Chief Executive would circulate a revised sub-committee list prior to the Christmas break and in good time for elections in January 2018. K Fraser agreed with the Chief Executive that the number of members of sub-committees could also be reduced and suggested the number on the Finance committee should be reduced and added that he felt the Chair shouldn't attend the Finance committee meetings. C Yule agreed. The Chief Executive will propose a reduced number within the new sub-committee list to be circulated.

The Chief Executive questioned whether quarterly full board meetings would be sufficient instead of 6-weekly. D Cheape suggested that we could look at revising the number of full board meetings later in 2018 and after The Open. P Sawers and C Yule agreed. P Sawers suggested that a critical path analysis could be undertaken by the Chief Executive prior to any change in full board meetings. It was agreed that this should be undertaken.

P Sawers asked if there should be council representation on the Chair sub-committee, K Fraser asked what the purpose of the committee was. P Sawers explained it was taken over

120.

by the Major Projects Committee. T Healey suggested it could meet as and when required, C Yule agreed.

It was agreed that the Committee will meet on 15th January 2018, if only to elect Officer Bearers.

b) Board Report – Golf Performance Centre

The Chief Executive indicated that the practical completion date for the Golf Centre (as advised by Ogilvie's) is 16th February 2018, he added that Ogilvie's are now also working weekends, at no extra cost, at his request. The fitting of the Pro Shop will begin on February 26th. The report circulated at the board gave full details of the opening hours, facilities as well as income and expenditure for the Golf Centre.

A McColgan queried where the cost for the simulators was coming from, as it wasn't in the budget. P Sawers explained this was previously signed off by the board in February and the cost would be facilitated (again as agreed by the board) out of operational expenditure.

K Fraser suggested that additional corporate business could be realised with the introduction of the new golf simulators. The Chief Executive confirmed this was being considered as part of packages going forward.

J Gilbert said the only negative he ever hears about Carnoustie is that there are no warm up facilities so this will solve that.

15. Golf Services

No matters.

16. Risk Register

K Fraser said that the Risk Register hasn't changed and there are no control measures. The Chief Executive indicated there had been no movement to the key risks identified in the risk register and accepted K Fraser's offer of assistance to develop control measures on the register.

17. Companies House Matters

No matters.

18. Any Other Competent Business

A McKeown and the Chief Executive discussed with the Trustees issues around negative stories in the media recently and assured the board that a media strategy was being developed with some positive responses and articles already in circulation to help address some issues (in particular around the perception of The R&A's no re-admission policy for The Open week). A McKeown commended Championship course head greenkeeper C Boath on his recent reply to a negative post on social media regarding The Open.

The board were also advised that CGL and Angus Council had met with a group of local councillors and organisation leaders recently. This had gone well and helped to address the misconception that The Open is only of benefit for one week every 8-10 years, when in fact the benefits are continual, worth millions of pounds to the economy and we need to work hard collectively on educating stakeholders to be supportive of it, as it is in everybody's best interest to maintain its return. The Chief Executive also advised that the creation of 'The Link' newsletter was one of the first improvements in the communications strategy and he hoped would start to improve community engagement and would support community groups becoming actively involved in providing content.

A McKeown said face to face meetings with the council would be positive and strategies for social media would be beneficial. P Sawers agreed and said it would be important if D Cheape could attend such meetings and get the key messages out.

P Sawers asked if anyone knew the contact for the Our Carnoustie Facebook page in order to establish a closer working relationship. D Cheape said he would speak to her regarding this. D Cheape suggested holding a Q&A session which locals can attend. The Chief Executive agreed this could be a good forum to engage with the local community and provide information which could help miscommunication which does occur from time to time on other local platforms.

C Yule asked for confirmation that the Golf Centre would be inaccessible during The Open Championship week. M Wells confirmed that there would be no access for Trustees or Season Ticket holders who were not entitled to access to undertake a job of work.

There being no other business the meeting closed at 2046 hours.