

**Minutes of the CGLMC Ltd Full Meeting Held in the Boardroom, Links House on Monday
16th April 2018**

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

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

The meeting began at 1900 hours.

1. Apologies:

None

a) Any Additional Agenda Items

No additional items.

c) Declarations of Interest

D Cheape declared an interest in Finance business, point (c), number (ii).

2. Approval of the Minutes of the CGLMC Ltd Full Meeting of Monday 5th March 2018

Approved: T Healey

Seconded: C Yule

Matters Arising Therefrom:

Season Ticket Holder Tee Times - Tuesday 24th July

The Chairman explained that there was a paper covering this point within the agenda and it would be discussed under the Chief Executive's report.

Fraud

G Murray stated that A McArtney had asked at the last meeting about any monies that had been recouped from the fraud which had taken place in 2015. G Murray explained to the Board the figures that had been recovered and the net figure that was currently outstanding. He further explained that the fraudster had left the country and should they ever try to come back into the country they would be arrested.

3. Greens and Environment Business

Approval of the Minutes of the Greens and Environment Meeting of Monday 27th March 2018

Approved: I Frier

Seconded: P Sawers

Matters Arising Therefrom:

J Gilbert covered the action points from the Greens meeting. Some of the items had already been dealt with and others would be updated at the next Greens meeting.

4. Finance Business

Approval of the Minutes of the Finance Meeting of Monday 26th March 2018

Approved: T Healey

Seconded: K Fraser

Matters Arising Therefrom:

Board Report – Senior Finance Resource

D Cheape left the room for this item.

The Chief Executive asked for approval to recruit a Finance Director. A McKeown confirmed that this had been discussed by the Finance sub-committee and they had asked for clarity on this role in relation to its seniority within the organisations hierarchy and potential for the position to become a deputy Chief Executive, providing resilience within the management structure. This approach was supported by K Fraser who also saw a requirement within the organisation to improve resilience within the senior management team. The Chief Executive indicated that that resilience planning within the organisation was a separate matter to the one in hand, although needed to be considered when making the appointment. He added that resilience planning within the organisation would be looked at in due-course, but it was his priority to recruit a finance director with the appropriate qualifications and experience to improve business processes. This matter was discussed at length and the two senior management representatives were asked to leave the meeting which this point was discussed further.

After a lengthy discussion and clarification around the role and responsibilities of the proposed role, the Trustees agreed to:

- (i) Recruit a Finance Director with the use of a recruitment agency.

It was also agreed that:

- (ii) The Chief Executive would consider management resilience within the organisation and look to establish a deputising role in due course.

Proposed: T Healey

Seconded: L Gordon

27.

Board Report – Pro Shop, Golf Operations and Reservations Staff

The Chief Executive asked for approval of the recommendations made within the report to adjust staff levels within in the Pro Shop, Golf Operations and Reservations, to enhance customer experience.

This was agreed by the Trustees.

Proposed: T Healey

Seconded: I Frier

Draft Budgets 2018/19 and Management Accounts

G Murray explained that the up-to-date accounts had been sent out and asked if anyone had any questions on these. No questions were asked.

Proposed: T Healey

Seconded: P Sawers

Additional Costs for Links House

G Murray explained that additional costs were required for Televisions within Links House and recommended that a commercial subscription to Sky TV be provisioned at a cost of approximately £15,000. Additionally, he asked for the board to approve expenditure for the execution of a heritage project for presentation within Links House, a cost of £30,000.

This was approved by the board.

Proposed: T Healey

Seconded: A McKeown

HR Role

The Chief Executive pointed out that due to time constraints the Board Report for a proposed HR position had not been amended yet and was therefore not included within the agenda. The Chairman asked if the Trustees would be happy for the Chief Executive to issue this Board Report by email to seek approval. The Trustees agreed that they could consider this report via email.

5. Tournament Business

A McCartney explained that dates had been arranged for a course inspection of the Championship course with Angus Council and the Harrington Trophy with St Andrews. A McCartney said that a PGA tournament was taking place on 18th April with 63 competitors consisting of male and female Professionals, Assistant Professionals and Elite Amateurs. Additionally, preparations for the Links Championship starting in May are underway. This year, the male and female winners of The Links Championship will also qualify to play in an R&A 9-hole event taking place on the Championship course on Saturday 14th July.

6. Community Benefits Business

G Paton explained that 15 grant applications had been received by the closing date of 15th April. The Community Benefits sub-committee meeting will take place on 2nd May 2018.

7. Chief Executive Report

Links House Update

The Chief Executive explained that the building works were almost complete and that it would be open to the public very soon. He added that a card will be issued to all Season Ticket Holders which entitles them to a discount in the bar and restaurant. When this card is being issued, the Season Ticket Holder will be asked to complete and sign a consent form for CGL to hold their details on file, as this will be a legal requirement from the 25th May.

Register of Members Interests

The Chief Executive explained that a Register of Members Interests was now to be kept by the Chief Executive's office. He advised that a Trustee register of interest's form would be sent out to Trustees in due course and asked for them to be completed and handed back to K Perrie.

Junior Golf – Sunday Pilot

The Chief Executive asked for approval for the Junior Golf Sunday Pilot as explained within the board report.

The board approved this pilot for an 8-week period, at which time the pilot would be reviewed and reported upon to determine if it should continue.

Proposed: J Gilbert

Seconded: I Frier

Tuesday 24th July Tee Times

The Chief Executive asked for the Trustees thoughts having considered a paper produced to consider compensation for Season Ticket Holders following tee times which were sold to visitors on 24th July. He summarised the 3 options contained within the paper.

The board discussed the paper and concluded that option 3 should be approved. Additionally, K Fraser suggested that there was an opportunity to put together an event for all golfers, post The Open, incorporate gents, ladies, seniors and juniors, which could be linked to make use of the new F&B facility within Links House.

The board agreed that this should be considered at the next meeting of the Tournament sub-committee and considered further by the executive.

29.

It was proposed to approve option 3 as stated in the paper and develop a new event to be considered by the Tournament sub-committee. When complete, this is to be communicated to the Season Ticket Holders.

Proposed: P Sawers

Seconded: C Yule

Business Plan

The Chief Executive asked the board to approve a 3 year business plan that had been developed, which would then be sent to Angus Council as per the Trust's minute of Agreement. He explained that the plan had been developed over the last few months and was an extension of the workshop which the trustees had attended recently within The Carnoustie Golf Hotel.

K Fraser and D Cheape commented that they were heartened by the direction of travel having read the business plan and congratulated the senior management team for producing the document.

The Chief Executive indicated that the business plan was to be read in conjunction with the vision and strategy presentation he had prepared and was an evolving piece of work which would be adopted by the senior management team as a working document.

The Trustees agreed to:

- (i) Approve the 3-year Business Plan being submitted to Angus Council.

Championship Committee Update

The Chairman summarised her report on the working of the Championship Committee and meetings that had taken place. She said that a course and building walk around had taken place with The R&A and that they had been very impressed and pleased with the facilities, which will be used as an exclusive base for players and their families during The 147th Open in July. This was supported by The Chief Executive who felt that the new facilities would strengthen Carnoustie's position as a future Open Championship venue.

The Chairman also took the opportunity to thank the Trustees who had taken a convenorship role, specifically thanking I Frier for all his hard work with the Marshal team.

8. The Open Ticket Allocation

K Fraser said that as Trustees, they all received a complimentary ticket allocation for The Open and asked the board whether a personal charitable donation should be made to charity for receiving this. The matter was discussed among the board of Trustees.

30.

It was agreed that should individual Trustees wish to refuse or accept guest tickets offered by The R&A, or make a charitable donation, then this should be a personal choice on behalf of the Trustee.

9. Risk Register

Currently being updated.

10. Companies House Matters

No matters.

There being no other business the meeting closed at 2020 hours.