

**Minutes of the CGLMC Ltd Full Meeting Held in the Boardroom, Links House on Monday
10th September 2018**

Present: P Sawers (Chairman), A McCartney, J McLeish, I Frier, L Gordon, K Fraser, G Paton, A McKeown, D Cheape, T Healey, A McColgan, R Myles

In Attendance: M Wells (Chief Executive), A Simpson (Finance Director), A Reid (Links Superintendent)

The meeting began at 1855 hours.

1. Apologies:

C Yule, G Murray, J Gilbert

a) Any Additional Agenda Items

There were none.

c) Declarations of Interest

There were none.

2. Approval of the Minutes of the CGLMC Ltd Full Meeting of Monday 2nd July 2018

Approved: L Gordon

Seconded: R Myles

a) Matters arising therefrom

P Sawers covered items from the previous minutes.

i) The radiators in the toilets at the Tea Hut, which need repair, are now being looked at by an electrician. The doors of the toilets on the 15th Championship have been fixed.

ii) A health and safety review across the organisation, including embedding a more Health & Safety conscious culture within all staff is in progress.

ii) An informal meeting with local Club Captain's will take place on Wednesday 12th September in the Boardroom. The Chief Executive and Finance Director will attend on behalf of Carnoustie Golf Links.

iii) Scorecards are to be reviewed and possibly going to be back to an old style. The remaining stocks will be used in the meantime.

iv) The R&A have kindly agreed to pay 50% towards additional insurance cover that was taken out during The Open period.

3. Health and Safety

M Wells highlighted to the committee that the sequence of items on the board agenda had been amended to reflect the importance of key areas governance and management, which would now occupy the top section of the agenda. This includes health and safety.

A McColgan mentioned that lighting was required outside Links House for people walking from both car parks to the building. M Wells stated that Wellwood Leslie would be looking into the lighting along with additional car parking to the rear of Links House. T Healey supported this and urged the executive that this be looked at as a matter of urgency, given it was a health and safety concern. The executive agreed to action additional lighting to the exterior of Links house as a matter of priority.

4. Chief Executives Report

i) Links House Update

M Wells explained that the process of closing out snagging and the final financial position for the new building continued with Christie's as the appointed QS for the project. Current discussions included dissatisfaction with various aspects of the building, such as quality of the build, stonework, specification of glass balustrades (and variation costs) and the general overall quality of the project management that had been provided. He explained that a significant amount of pressure was being applied, but the build contract allows for a 6-month period to finalise costs and build completion.

M Wells advised that the functionality of the downstairs office was under review, as was the process of dealing with Season Ticket Holders enquiries. He also intimated that a recent survey to Season Ticket Holders was now complete and feedback on this would provide the executive with useful insights into the requirements of local golfers, including the provision of lockers.

M Wells stated that he had met with The R&A regarding the demolished starters box and they had given their commitment to replacing it if required, or provide a cash alternative. The executive will discuss whether it is required to replace the box or whether a review of procedures could provide a more efficient way to service golfers at the 1st Tee of the Championship course. There is a temporary structure being used in the meantime.

M Wells advised that The Rookery had its best month yet in August. Feedback has been listened too and a new menu will be launching later in September with more items added

and prices adjusted accordingly. T Healey asked about the bar area being more defined. M Wells explained that this was going to be looked at but not immediately. He explained that R

Brett would be finishing his consultant work with the Rookery at the end of September and that the F&B Manager had left and would not be replaced. The Head Chef was now taking ownership of this role. K Fraser asked about closure dates. M Wells explained that the restaurant would stay open in November but would possibly close for 1 week in January or February.

D Cheape asked about the carpet issues. M Wells said that a local company is being brought in to carry out an independent assessment of the carpet, as there were doubts regarding the carpet specification and quality of the installation.

ii) Business Action Plan

M Wells explained that the Business Action Plan, which is a tracker document/annual plan aligned to the 3-year business plan, would feature on the agenda for each meeting. This will provide Trustees a snap shot of the organisations progress with commitments made within the business plan.

M Wells advised that he would like to see a review to the way in which Community Benefits are distributed. G Paton explained that he had already started consulting on changes and asked Trustees to submit any ideas by email. D Cheape suggested that a separate meeting of the Community Benefits committee should be arranged to address the Chief Executives request, which was agreed.

K Fraser asked if the Season Ticket review had started and it should be shown on the action plan. M Wells said that it would be added. A McKeown asked for the executive to consider whether it should be added to the risk register also.

iii) The Open

M Wells explained that many letters of thanks had been received from various stakeholders involved during The week. There was a general agreement from the board that The 147th Open Championship had been a tremendous success and that it had significantly bolstered Carnoustie's perception and its status as an Open venue. The executive is in continual discussion with The R&A regarding securing the return of The Open. This includes assessing and committing to the requirements of Angus Council and Carnoustie Golf Links to host this global sporting event.

iii) VAT Reclaim

A Simpson advised that he was in constant communication with our VAT representative and that currently he was waiting for a response back from HMRC. He would report back once this was received.

iv) Season Ticket Holder Engagement

M Wells explained that the closing date for the Season Ticket Holder locker room survey had passed and the results would be compiled and reported back to Trustees.

v) Tassie

M Wells advised that the Tassie final was taking place on Saturday 15th September and the presentation would take place in The Rookery. He urged as many Trustees to attend as possible to show support for one of the Links most significant Amateur events.

vi) Sales and Marketing

M Wells explained that K Speirs has given a permanent contract looking after Brand and Marketing. The Christmas brochure for The Rookery has been launched and L Mirrey had been employed on a temporary contract to increase sales of corporate packages, but would also focus generally on outbound sales, a function not carried out previously, resulting in significant missed opportunities for increasing revenue.

A McKeown asked for the organisation chart to be updated. The Chief Executive agreed to prepare this.

vii) Employee Engagement

M Wells advised that the first ever staff engagement survey had been carried out and a subsequent two meetings had taken place with staff. He hoped that this would help everyone feel part of the team and to understand the vision of the organisation. From these meetings and surveys, 3 areas namely: communication, uniform and staff discount had stood out as easy quick wins to improve morale and consistency, were now being addressed.

viii) Digital Development

M Wells advised that satisfactory progress was being made on several levels, including, the development of a new (mobile 1st) functionality for Season Ticket Holders, Visitors and Golf Tour Operators'. These improved functionalities and applications will now be fully tested before being signed off as acceptable to replace existing booking platforms for golf. It is likely that the improved booking platform will only be introduced to coincide with a general look and feel overhaul of the current CGL website. He also advised that the overall vision is to have all functionality transferred eventually over to Carnoustie.com and maintain The Rookery also as a standalone URL with transactional alignment with Carnoustie.com.

M Wells explained that the online shop wasn't as successful as it could have been, and significant opportunities had been missed. The website has now been taken down to allow a full supplier review to take place.

A Simpson explained that we are in a fortunate position knowing our customer base 3-4 months in advance of them visiting and this should help to provide the customer with full information of our offering and the ability to upsell.

viii) Project Drive

M Wells explained that our Business Plan identified the need for an organisation review to support our growth agenda. A transformation programme "Project Drive" has been established off-line to take this forward. This would deal with such areas as brand, salaries, incentives and performance.

I Frier asked if Stuff Creative were still involved with the brand development. M Wells explained that they were and 80% of the brand development is now complete and is being used within the organisation. The remaining 20% deals with the look and feel of the brand, which is still currently under review.

x) Commercial Partnerships

M Wells advised that an official partnership proposition by CGL had been sent to Hunter Irrigation and we are encouraged by the initial feedback. It is anticipated that this revised proposal will provide significant value to the organisation and allow a more structured agreement to be adopted

5. Risk Register

M Wells explained that the copy of the register presented, was filtered, showing the items in red only. K Fraser asked if GDPR was on the risk register. M Wells confirmed it was, but it was an amber item and that Thornton's have been enlisted to carry out a GDPR audit and gap analysis. K Fraser suggested that GDPR be added to the business action plan, which was agreed.

M Wells added that financial security would also be added to the register.

6. Companies House

No matters.

7. Greens and Environment Business

(a) Approval of Minutes of the Greens Meeting of Monday 20th August 2018

Amendments:

Page 58, 3rd paragraph, add the following, G Paton thanked C Boath for his concerns and asked him not to adjust his plans around the event.

Approved: I Frier

Seconded: L Gordon

Course Update

A Reid advised that the recovery after The Open had been good and a lot of seeding had been carried out. He pointed out that the biggest area of damage was on the 1st and 18th Burnside and this area would be given a rest over the winter to help it recover. The 1st and 18th holes had been made into par 3 to accommodate this. A Reid explained that there had been a restitution visit from The R&A and this went well with not much to discuss.

A Reid advised that details of the winter works would be taken to the next Greens meeting. T Healey asked when the stone markers would be put back into position. A Reid said that each stone weighed 75kg and putting these back into place was a lot of heavy work and would prefer that any replacement of the stones be postponed until a full review of course furniture had taken place. Until such time, posts will replace the stones as markers instead.

J McLeish asked about the fence at the 16th which had been removed. A Reid said that as the Dunhill was taking place shortly, this wouldn't be reinstated at this time. He added that he would like to look at possible mounding in this area instead of the fence.

8. Finance Business

Management Accounts

A Simpson advised that the accounts were in the traditional format, but he would present a new format for the future. A McColgan asked why there was such a variation from budget for the kiosk. A Simpson explained that the budget had been an assumption and was based on Season Ticket Holders and visitor numbers and their possible spend.

D Cheape asked about utility costs. M Wells explained that there would need to be a full years' worth of invoices to be able to show the true figures for Links House, given it was a brand-new building.

A presentation was given by A Simpson, Finance Manager, to the Trustees to show what progress and savings that had been made recently and possible future commercial opportunities.

9. Tournament Business

(a) Approval of Minutes of the Tournament Meeting of Monday 27th August 2018

Amendments:

Page 59, 3. Tournament Report, item (i), the time should say 10am and not 10.30am.

Approved: T Healey

Seconded: P Sawers

a) Matters arising therefrom

A McCartney brought a proposal for next year's Seniors Open to be played on 2 courses. It was agreed that the proposal required further consideration by the executive before bringing a full proposal to the next Tournament committee.

A McCartney advised that the results of the Senior Open were Scratch winner, Martyn Grimley from Ringway and Handicap winner, Paul Anderson from Dunblane.

He also advised that the Harrington Trophy match played between Carnoustie Golf Links and St Andrews Links Trust, ended in a victory for Carnoustie.

A McCartney said he wanted to convey his thanks to Colin McLeod for his years of assistance in the running the tournaments and from next year Colin Sinclair will be taking this over.

10. Community Benefits Business

G Paton advised that now the Maggie's Penguin Parade was over, our sponsored penguin, Old Tom Morris, would be up for auction along with the many other penguins in The V&A on 24th September. A decision was taken by the board not to bid for a penguin.

G Paton explained that a donation had been made recently to Carnoustie Panmure FC for £500 to help replace items stolen in a break-in. Also, a letter of support had been sent to the Carnoustie and Monifieth's Men's Shed to help in their note of interest to Angus Council.

G Paton advised that the closing date of the next round of Community Benefits Grants was 15th October and that a meeting would take place to discuss the applications on Wednesday 24th October at 5.30pm.

11. Note of Thanks

P Sawers said that on the behalf of the Trustees' she wanted to pass congratulations to A Reid in securing the position of Director of Greenkeeping and Links Superintendent at St Andrews Links Trust.

There being no further business the meeting closed at 2115 hours.