

**Minutes of the CGLMC Ltd Full Meeting Held in the Boardroom, Links House on Monday
24th June 2019**

Present: P Sawers (Chairman), J McLeish, I Frier, I Wilson, L Gordon, D Cheape, G Murray, J Gilbert, M Armstrong, A McColgan, A McCartney, T Healey, B Myles

In Attendance: M Wells (Chief Executive), A Simpson (Deputy CEO), T Riley (HR Manager)

The meeting began at 1730 hours.

1. Apologies:

C Yule, K Fraser

a) Any Additional Agenda Items

The Chief Executive highlighted he would like to discuss two items at the end of the meeting. These would be to decide on what to do with granite tee marker stones from Championship course and a discussion around the Buddon Links with regards to the SeaGreen proposal.

b) Declarations of Interest

A Trustee identified a potential conflict of interest with regards to the Seagreen project, which was noted and will be handled appropriately.

2. SeaGreen Presentation

The Chief Executive introduced John Hill, Project Director and other attendees from SSE SeaGreen wind farm project, regarding the proposed installation of HV cabling over land owned by Angus Council and used by Carnoustie Golf Links. He also introduced attendees from Thorntons Solicitors and Strutt & Parker who had been asked to attend by The Chief Executive to represent and advise Carnoustie Golf Links.

John Hill gave a presentation to the Trustees showing the proposed cable route. He explained that the current thinking would be to plough in ducting for cables to be pulled through, to minimise damage to the course and this would be carried out over the winter period.

The Trustees asked various questions that representatives from Seagreen agreed would be taken away and answered after the meeting. It was agreed that the following would be provided;

- SSE / Seagreen to supply historical information from previous sites where similar technology has been installed and arrange site visits to allow Trustees to understand legacies of similar installations and better understand lasting effects
- SSE / Seagreen would carry-out a methodology appraisal and risk exercise and present this back to the board of Trustees
- Commercial and construction arrangements were to be negotiated between the executive and the SeaGreen project team, ensuring that all stakeholders and ramifications or legacies had been considered
- A paper highlighting consequence of the financial impact to Carnoustie Golf Links, Season Ticket Holders arriving from any business interruption or future ramifications to be produced by the executive of Carnoustie Golf Links, to enable consequential loss negotiations to take place

3. a) Approval of the Minutes of the CGLMC Ltd Full Meeting of Monday 25th March 2019

Approved: G Murray

Seconded: L Gordon

b) Approval of the Confidential Minutes of the CGLMC Ltd Full Meeting of Monday 25th March 2019

Approved: G Murray

Seconded: P Sawers

c) Matters Arising Therefrom

Contained in Private & Confidential minute.

4. Health and Safety

The Chief Executive presented the Health & Safety report to the board and asked if there were any questions.

A Trustee mentioned that they had found it very helpful and asked if it would be prudent to evolve the report into a H&S risk register. The Chief Executive supported the recommendation and confirmed he would look at this for future board meetings.

The Deputy CEO commented that there was nothing of significance in the H&S space to report to the board at this time not already included within the report.

5. CE Report

The Chief Executive introduced his report and invited questions from the board.

Feedback received;

- A Trustee enquired regarding the Links House update. The Deputy CEO explained that building surveyors, CRGP, are now fully enlisted to undertake an audit on the final build quality and workmanship of Links House
- A Trustee asked for the working group looking at improving infrastructure at the 1st Tee to engage with all stakeholders when evaluating requirements. The Trustee advised that any proposal needed to respect and consider other potential future developments in the vicinity
- A Trustee asked for further clarification around the Tag Marshall GPS device system used to track round times and games location on the Championship course and for clarity around the employment of course rangers. The Chief Executive explained that the technology provided the golf operations team with accurate information on visitor round times and alerted the Golf Operations team who would respond to any group delaying the average round time (targeted at 4hours 35minutes). He also explained that the Head of Customer Experience can now pin point when and where hold ups occur and put immediate resolution actions in place. He added that Golf Operations was a multi-purpose role

A Trustee enquired about coach parking at the new car park behind Links House. The Deputy CEO explained that it was a car park for golfers, Rookery visitors and disabled parking and the coaches purely drop off and pick up from this point.

The Chief Executive introduced Tracey Riley, CGLMC Ltd's new HR Manager, who provided the board with an overview of company HR matters. This included an overview on Project Drive, which was nearing a conclusion. The HR manager continued to explain that training plans for all 118 employees of the organisation are being established, including Step Into Leadership training for the management team.

A Trustee asked if board training could be provided for all Trustees, which was supported. The Chief Executive suggested that solicitors, Thornton's, be commissioned to establish a small working group of Trustees to review governance framework and procedures, which was supported by the board. The Chairman asked for volunteers and the following Trustees asked to be included in the working group;- Tony Healey, Gordon Murray, Mark Armstrong and Ian Wilson.

A Trustee suggested that the Head of Marketing and Communications pull together a report for the Board and attend the next Board meeting, as this would be useful. The Chief

Executive agreed and explained that one of the first job roles is for the Head of Marketing and Communications to establish a report with local stakeholders including local clubs and community organisations to establish better communication.

The Deputy CEO explained that the Trustees information dashboard was still being finalised, as the management team dashboard had only been running for 6 weeks.

6. Risk Register

The Deputy CEO provided the Trustees with an overview of the risk register and explained that coastal erosion and sensitivity of our order book had been added.

7. Companies House

There were no companies house matters.

8. Greens and Environment Business

a) Approval of Minutes of the Greens Meeting of Tuesday 7th May 2019

Approved: I Wilson

Seconded: A McArtney

b) Matter Arising Therefrom

A Trustee asked about engagement between caddies and Carnoustie Golf Links. The Deputy CEO explained that there was now a caddie working group who are to meet regularly with the CGL team and the first meeting took place this week. He asked for any queries or observations from the Trustees to be relayed via himself.

9. Finance Business

a) Approval of Minutes of the Finance Meeting of Monday 27th May 2019

Approved: T Healey

Seconded: M Armstrong

b) Matters Arising Therefrom

The Finance Convenor asked for the Green Fees for 2020/21 which had be emailed to the Trustees for approved, be approved at this meeting retrospectively.

The Trustees approved:

- i) The Green Fees for 2020/21 as proposed in the Board Report sent to Trustees.

Approved: T Healey

Seconded: M Armstrong

The Finance Convenor asked for approval of the proposed Delegated Authority Levels, as stated in the Board Report presented.

The Trustees approved:

- i) The Delegated Authority Levels as presented.

Approved: T Healey

Seconded: M Armstrong

10. Tournament Business

a) Approval of Minutes of the Tournament Meeting of Tuesday 28th May 2019

Approved: T Healey

Seconded: L Gordon

b) Matters Arising Therefrom

The Tournament Convenor asked for approval of the Board Report on the Tournament Review.

It was proposed that the following two amendments be made to this review:

Angus Council Match

Communication with Kevin Robertson, Communities manager at Angus Council, responsible for approving Landlords Consent, to ascertain whether holding the match still provided value. If both parties agree the match to be worthwhile it will continue to be played annually with 3 Trustees and 3 staff taking part.

Pringle Trophy

To be discussed with the local Club Captains at the Captains Forum regarding a proposal from The Tournament Sub-Committee to discontinue this match.

The Trustees approved:

- ii) The Tournament Review as stated in the Board Report with the two amendments as stated above.

Proposed: P Sawers

Seconded: J Gilbert

A Trustee asked that the proposed tournament using Francesco Molanari's surname would need to be approved by Molanari's management. The Chief Executive confirmed that this proposal would be communicated to his management team prior to any official naming of the proposed new 9 hole tournament.

The Convenor stated that the Links Trophy men's competition was won by Will Porter and the Ladies Links Trophy was won by Fiona Gilbert. He thanked Stewart Milne for all the help in organising the tournament.

He also thanked Shona Geekie for her help with the organising of the Angus Council match where Carnoustie Golf Links retained the Helen Oswald Rosebowl.

11. Community Benefits Business

The Community Benefits Convenor said the launch of the new format had been very successful and 5 applications had been received already. The closing date is 31st July, so more will come in closer to the cut-off date. He said that this will be communicated further by the Marketing and Communications team.

12. Any other Competent Business

Granite Stones

The Chief Executive explained that Granite Stone Tee markers had been reclaimed from the Championship course following a decision to use new interim wooden tee markers. A decision regarding what we should do with them was required and one suggestion had been to auction the stones for charity. It was decided that the decision around these should be passed to the Community Benefits sub-committee.

Buddon Links

The Chief Executive suggested that any proposed work on the Buddon course, due the SeaGreen wind farm project, may present an opportunity to review or trial alternative golf offerings. He highlighted initiatives and efforts from bodies such as The R&A and PGA to modernise the game suggested the Links could consider how to support short / alternative

55.

form golf. He added that feedback from the season ticket holder survey identified practice facilities nearer to the 1st & 18th / Links House as a frequent request from season ticket holders.

There was no decision arising from this statement.

There being no further business the meeting closed at 1920 hours