

**Minutes of the CGLMC Ltd Full Meeting Held in the Boardroom, Links House on Monday  
9<sup>th</sup> December 2019**

**Present:** P Sawers (Chairman), C Yule, M Armstrong, K Fraser, T Healey, J McLeish, I Wilson, L Gordon, D Cheape, I Frier, J Gilbert, A McColgan, G Murray

**In Attendance:** M Wells (Chief Executive), A Simpson (Deputy Chief Executive), C Boath (Links Superintendent)

The meeting began at 1730 hours.

**1. Apologies:**

A McArtney, B Myles

**2. Any Additional Agenda Items**

The Chief Executive highlighted he would like to discuss the following items at the start of the meeting namely;

1. Booking platform and internet update
2. The R&A Boys Amateur Championship
3. Governance working group update
4. The Carnoustie Golf Shop

**Booking Platform and Internet Update**

The Chief Executive explained that the booking platform was undergoing further user experience testing and should be ready for the start of the Summer season. He explained that the booking platform would be rolled-out by phase, starting with Season Ticket Holders access, followed by Golf Tour Operators and finally a digital booking process for visiting customers. He acknowledged that there are current issues with the website going down. This is being managed by notification for early correction, while we look to update our IT systems.

**The R&A Boys Amateur Championship**

The Chief Executive provided the board of trustees with a verbal update.

#### Governance Working Group Update

The Trustees that took part in the initial governance working group gave an update to the board. It was agreed that an audit of the existing governance would take place and all trustees would be involved in this process, with a view to identifying actions. The next meeting will take place on 17<sup>th</sup> December. Minutes will be sent around all trustees when available.

#### The Carnoustie Golf Shop

The Chief Executive provided the board of trustees with a verbal update on this matter.

### **3. Declarations of Interest**

There were no declarations of interest.

### **4. CE Report**

The Chief Executive introduced his report, and covered some items individually to the board;

#### SeaGreen Project

The Chief Executive asked The Links Superintendent and Trustees who attended a demonstration of cable ploughing by SeaGreen at Errol airfield last week, to provide a brief outline of what they witnessed. They explained that it was a very clean and quick system and the size of the machinery used was considerably smaller than anticipated. Another site visit is taking place on 11<sup>th</sup> December to Ross Priory Golf Club to witness a site after pipe installation.

The Chief Executive added that he was meeting with SeaGreen jointly with Angus Council this week and that the objection was still in place and a second objection had been made by him a week earlier.

#### Customer Experience

The Chief Executive summarised the above topic in his report which was currently being undertaken by staff to review and ultimately present proposals on how to improve the customer experience, including heritage representation at Carnoustie Golf Links. The board suggested that this also take cognisance of the heritage trail that is being co-ordinated by Angus Council and various Carnoustie community groups, to ensure consistency in interpretation style.

#### Links House Update

The Deputy Chief Executive covered the situation with works still to be completed within Links House and the status of the completion certificate.

Resting Greens for the Benefit of Tomorrow

The Links Superintendent covered the paper that he had put together regarding the resting of six greens per week and the reasons behind it. The Chairman commented that this was a very interesting report and this paper should be communicated to the Season Ticket Holders.

Golf Development

The Chairman asked for the Chief Executive to pass on the boards thanks to the golf development team for an excellent report and great work over the season with the Junior coaching.

Survey

The Trustees queried the low response to the Season Ticket Holder survey and asked if the survey had been received and opened by many of the STH's. It was agreed that the executive should investigate this and decide whether a further promotion of the STH survey is necessary.

**5. Decision Papers****5.1 2021 Visitor Times**

The Deputy Chief Executive covered potential cost revenue implications relating to the closure of The Old Course, due to The Open being held at St Andrews in 2021 and proposed measures to mitigate this. He also confirmed similar measures had been put into place in 2010 & 2015.

After discussion and an amendment, the Trustees approved;

- i) Visitors would be granted exclusive tee times from Mon 12<sup>th</sup> July through to Tue 20<sup>th</sup> July 2020 (on the times stated below).

Monday 12 <sup>th</sup> – Friday 16 <sup>th</sup> July	06:00 to 17:00
Saturday 17 <sup>th</sup> July	from 13:00
Sunday 18 <sup>th</sup> July	from 11:00
Monday 19 <sup>th</sup> July	08:30 to 17:00
Tuesday 20 <sup>th</sup> July	08:30 to 17:00

Measures and actions regarding Season Ticket Holders;

- ii) The Burnside and Buddon will be made exclusive to Season Ticket Holders during the above period
- iii) Any unsold tee times on the day can be used by Season Ticket Holders
- iv) On Sat 17<sup>th</sup> Jul and Sun 18<sup>th</sup> Jul 2021 times will be available from 6am for Season Ticket Holders

- v) The Executive will present the board with a sales and marketing plan for 2021, in addition to what is detailed above, to mitigate this potential loss from the Closure of The Old Course, St Andrews.

Proposed: G Murray

Seconded: J McLeish

## 5.2 Greens Equipment Strategy

The Deputy Chief Executive covered the Greens RFP process and CAPEX program, which explained the structure of the proposed Greens equipment strategy covering the next 3 years, including a renewal of the irrigation system. He covered the report fully using the step by step process map included in the agenda.

After questions and discussion, the Trustees approved;

- i) A budget for the CAPEX program of £3m over the next 3 years

Proposed: T Healey

Seconded: J Gilbert

## 5.3 Junior Guest Fee

The Chief Executive covered the reasoning behind the proposals to grant Juniors and Juveniles guest rounds and the proposed reduced rate for any guests under 18 years of age.

The Trustees approved;

- i) Junior and Juvenile Season Ticket Holders to have 15 guest rounds each  
ii) Any guests under 18 years old receive a 50% reduction on guest fee

Proposed: T Healey

Seconded: L Gordon

## 5.4 Season Ticket Holder Prices 2020/21

The Deputy Chief Executive covered the proposal to increase the Season Ticket Holder price for 2020/21 by a minimal amount (maximum £2 a month). It was explained that the junior, juvenile and young person tickets would remain in line with the 2019/20 price. Also, guest tickets would not increase.

The Trustees approved;

- i) All Season Ticket Holder prices for 2020/21 as stated in the decision paper  
ii) Junior/Juvenile/Young Person tickets remain the same as 2019/20  
iii) Season Ticket Holder guest tickets remain the same as 2019/20

Proposed: G Murray

Seconded: T Healey

### 5.5 Surveillance Cameras

The Chief Executive explained the reasoning behind the proposal for surveillance cameras on the course and practice areas. After discussion it was felt that the situation would be monitored for another year and review then.

### 5.6 VIP Scheme

The Deputy Chief Executive covered the proposal to withdraw the VIP scheme, which had not fulfilled its intended purpose of increasing engagement with Season Ticket Holders or provided the best environment for suppliers to the pro-shop of this scheme, favouring the introduction of a more inclusive discount scheme for all Season Ticket Holders of 25% off all Pro Shop merchandise.

The Trustees approved;

- i) Removal of the VIP scheme as of 31<sup>st</sup> March 2020
- ii) Increase the Season Ticket Holder discount to 25% on all Pro Shop merchandise

Proposed: C Yule

Seconded: L Gordon

### 5.7 9 Hole Championship

The Chief Executive covered the proposal to name the new 9 Hole Championship and the trophy that would be awarded. After discussion regarding the trophy being named after Allan Robertson who designed the first 10 holes at Carnoustie, it was decided that it would be more appropriate to make the Championship a 10-hole event, recognising that handicap scoring could only apply over 9 holes.

The Trustees approved;

- i) The competition be called 'The Carnoustie 10 Hole Championship'
- ii) The trophy be called 'The Allan Robertson Trophy'

### 5.8 Season Ticket Holder Draft Letter

The Trustees viewed and approved the draft letter to be sent to Season Ticket Holders on the assumption that the letter was updated from decisions made during this meeting. It was agreed the letter should include a reminder for Season Ticket Holders to participate in the recent survey, which so far had not attracted a significant response.

## 6. Health & Safety

The Deputy Chief Executive covered the first draft action plan issued by the HSE consultant. He explained that the main items from this would be captured onto the main Risk Register.

A Trustee brought up the question around PPE for greenkeepers. The Links Superintendent explained that this had been discussed previously, specifically around the use of hard hats and he would report back to the board with findings regarding this.

## **7. Risk Register**

The Deputy Chief Executive explained that there were 7 new H&S risks, but these were low risk and if there were any high risk these would be brought to the board.

## **8. Companies House**

There were no companies house matters.

## **9. Approval of the Minutes of the CGLMC Ltd Full Meeting of Monday 9<sup>th</sup> September 2019**

Approved: L Gordon

Seconded: D Cheape

### **9.1 Approval of the Confidential Minutes of the CGLMC Ltd Full Meeting of Monday 9<sup>th</sup> September 2019**

Approved: I Frier

Seconded: J Gilbert

### **9.2 Approval of the Confidential Minutes of the CGLMC Ltd Full Meeting of Monday 2<sup>nd</sup> December 2019**

Approved: G Murray

Seconded: C Yule

## **10. Greens and Environment Business**

### **10.1 Approval of Minutes of the Greens & Environment Meeting of Wednesday 6<sup>th</sup> November 2019**

Approved: I Wilson

Seconded: I Frier

## **10.2 Matter Arising Therefrom**

The Greens Convenor congratulated the Links Superintendent and the Greens team for securing the GEO recertification and winning the World's Best Golf Course award.

## **11. Finance Business**

### **11.1 Approval of Minutes of the Finance Meeting of Monday 25<sup>th</sup> November 2019**

Approved: K Fraser

Seconded: A McColgan

### **11.2 Executive Report and Management Accounts**

The Deputy Chief Executive covered the Financial YTD figures and answered some questions regarding specifics.

## **12. Tournament Business**

There was no Tournament business.

## **13. Community Benefits Business**

### **13.1 Approval of Minutes of the Community Benefits Meeting of Wednesday 30<sup>th</sup> October 2019**

Approved: I Wilson

Seconded: C Yule

### **13.2 Matters Arising Therefrom**

The Community Benefits Convenor covered the 3 donations that had been agreed to by the sub-committee via email.

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