

Minutes of the CGLMC Ltd Full Meeting Held via Video Link on Monday 14th June 2021

Present: C Yule (Chairman), I Frier, L Gordon, D Cheape, A McArtney, E Davie, J McLeish, A McColgan, K Fraser, P Sawers, D Cavellini, B Myles

In Attendance: M Wells (Chief Executive), A Simpson (Deputy Chief Executive)

The meeting began at 1730 hours.

1. Apologies

K Daly, M Armstrong, G Murray

2. Any Additional Agenda Items

None.

3. Declaration of Interest

None.

4. Chief Executive's Report

The Chief Executive provided the trustees with an overview of his report, providing further commentary on several matters, including the updated Trustees Charter which outlines the role and responsibilities for the benefit of prospective trustees. He suggested that it would be appropriate to formalise a document of this style and asked if any trustee has any comments or points on this, please email him. A redraft will be brought back to the next board meeting.

Other points discussed included;

- Acknowledging that recruitment remained very difficult within the hospitality sector but an appointment of a Head Chef has now been formalised.

20.

- Regarding Seagreen, there were a number of documents uploaded to the Angus Council planning website which were unexpected. An objection was posted by our legal team and has now confirmed these plans are retrospective. One included the increase in dune height at the 17th and has been looked at and agreed by the Links Superintendent. All are now comfortable with these changes.
- The Chief Executive summarised the launch of the Scottish Golf app called 'Openplay' where a handicap can be applied for with a small monthly payment, without being affiliated to a golf club. He said that it provides some flexibility to people who may not want to play competitive golf.
- A trustee acknowledged the point regarding the potential environment for mental and physical work-related stress by staff and asked for the board to be kept updated. The Chief Executive stated that he would monitor this and acknowledged that a balance needed to be struck between stakeholders expectations and the organisations continued reduced capacity due to workforce planning measures.
- Junior facilities were discussed. The Chief Executive stated that Links House did not have the capacity at the moment to house a specific junior room but that he and the Head Professional had started to meet with the golf clubs to see what they can offer and where the Links can support them.
- A trustee queried the marketing strategy. The Chief Executive then provided some further insight into the marketing strategy confirming that it was reviewed on a regular basis, in-line with the dynamic forecasts and would continue to be analysed.
- The Deputy Chief Executive covered the merchandising figures comparison to previous years. The basket size was down compared to 2019 due to the visitor profile.

The Chairman highlighted the exceptional work ethic from every department in the organisation and passed on the board's gratitude to all the staff. He also acknowledged the organisation and inspiration provided by Chris Hazelton, Head Chef, who established the reputation of The Rookery, and on behalf of the board thanked him and wished him well in his new role.

5. Health & Safety

The Chief Executive confirmed that there were no material items to discuss, and the overview was provided within the CE report.

6. Companies House Matters

None.

7. Approval of CGLMC Ltd Board Minutes of 15th March 2021

Approved: L Gordon

Seconded: K Fraser

7.1. Approval of Confidential Minutes of Board Meeting of 15th March 2021

Approved: I Frier

Seconded: D Cheape

8. Greens & Environment Business

8.1. Approval of Greens & Environment Minutes of 18th May 2021

Approved: L Gordon

Seconded: I Frier

8.2. Matters Arising Therefrom

The Greens Convenor mentioned that the meeting had taken place on the course in the form of a course walk with Richard Windows, R&A Agronomist. He said that he found it very informative, and that Richard Windows was extremely complimentary of the greens teams, especially around the success of the turf composition and improvements that had been made. Mr Windows had mentioned that the equipment at Carnoustie was very good but that the changes and improvements had been down solely to the team at Carnoustie.

9. Finance Business

9.1. Finance Director Executive Report

There were no questions for the Deputy Chief Executive regarding his report.

9.2. Financial Management Information

The Deputy Chief Executive covered the new changes to the management accounting information for the board. He explained that there was a new layout which gave a good balance between detailed figures and visual representation of the organisations position. This system will include anticipation, management accounts, budget and understanding.

The Deputy Chief Executive explained that the trustees will in time have access to the information on their ipads or phones, so they can see the organisation's performance in real time. This will cover KPI's, P&L, dashboards for Golf Course, F&B, Commercial performance and cashflow.

9.3 Financial Controller

A discussion took place regarding a previous decision to recruit a Financial Controller and trustees requested additional information from the executive. It was agreed that a decision paper would be created and emailed to the board, and then discussed at the additional meeting on 16th June. Those who cannot attend this meeting were asked to email their decision to the Chief Executive.

10. Tournament Business

The Tournament Convenor explained that the Super Saturday day of tournament finals had been very successful. The Chairman added that the winners of the ladies and gents' finals were offered a place at the Tom Morris event on 20th June held by St Andrews Links Trust.

11. Community Benefits Business

There was no business.

There being no further business the meeting closed at 1910 hours.