

## **CASTLEREAGH BOROUGH COUNCIL**

Minutes of the Castlereagh Hills Golf Club Board held, in committee, in the Castlereagh Hills Golf Club Board on Friday, 30<sup>th</sup> June 2006 at 10.00 a.m.

**PRESENT:-** Councillor Mrs M Chambers  
Councillor Mrs J Cochrane  
Councillor M Henderson  
Councillor G Robinson  
Councillor J White

**IN ATTENDANCE:-** Director of Finance & Leisure Services, Director of Technical & Environmental Services, Acting General Manager of Leisure & Marketing, Operational Services Manager, Business Manager, Members' Services Officer.

**APOLOGIES:-** Apologies were recorded on behalf of Councillor Spratt and Councillors Jeffers.

### **GCB/2006/61 : MINUTES**

Tabled:- Minutes of the Castlereagh Hills Golf Club Board meeting held on 25<sup>th</sup> May 2006 (copy previously circulated).

Members discussed the content of the minutes and agreed to amend the 2<sup>nd</sup> paragraph of the resolution of Minute No: CHGC/2006/20 to read:-

“The Chief Executive and Director of Finance & Leisure Services meet with the LGA and endeavour to agree on guidelines which will satisfy the Auditor and create a more flexible procedure for the recoupment of Golf Club expenses.”

Members also agreed that the figures outlined in pages 5 and 9 of the minutes should be deleted.

Following discussion, it was

**RESOLVED:-** That, the minutes of the meeting held on the 25<sup>th</sup> May be taken back to enable Members' Services to arrange for the aforementioned amendments to be made.

## **GCB/2006/62 : CONTENT OF GOLF CLUB BOARD MINUTES**

Members considered the nature and extent of the content contained within the Golf Club Board minutes, and following discussion, it was

RESOLVED:- That, minutes of the Board's previous meetings be deferred until the next Board meeting at the end of July 2006 to enable Members to fully consider the accuracy of such minutes.

## **GCB/2006/63 : CONSULTANCY – TERMS OF REFERENCE**

The Director of Finance & Leisure Services referred Members to the Terms of Reference for the Consultancy work carried out by Becker Merchant Ltd with regard to the Castlereagh Hills Golf Club Restaurant.

The Director outlined that the Consultant from Becker Merchant Ltd had since visited the restaurant and had prepared a report, which was circulated to Members for their information.

Councillor Henderson asked if this report could be circulated to those Members of the Board who were not present at today's meeting, which was subsequently agreed by Members.

At this point, the Consultant entered the meeting and was welcomed by the Chairman.

The Catering Consultant then took Members through each element of his report, namely:-

- Manning Levels – Kitchen, Dispensary and Floor
- Manning Breakdown of all Staff – Kitchen, Dispensary and Floor
- Purchasing Procedures & Suppliers

He outlined his conclusions and recommendations as a result of his findings for Members' consideration but detailed that, in his opinion, if the current procedures were not changed drastically with immediate effect, the restaurant's financial situation would continue to deteriorate.

Members discussed the Consultant's report and, in particular, his conclusions in relation to staff working patterns and his recommended staffing structure. Furthermore, he felt that the menu and wine list needed immediate review and purchasing procedures, as outlined in his report, should be taken on board to

ensure that the best quality food, in season, was procured at the best possible price.

Members asked if it would be necessary to have 2 menus, which would focus on passing trade as well as catering for the Golfers. However, the Consultant felt that 2 menus were unnecessary and suggested implementation of a discount or loyalty card scheme for Golfers.

At this point, the Chairman thanked the Consultant for his presentation and stated that Members would act on his recommendations and discuss if further action would be required from him.

At this point, the Consultant left the meeting.

The Acting General Manager informed Members that she had worked closely with the Business Manager and she outlined the unit cost of each meal in labour terms and the necessary selling prices in order to achieve the required profit margins.

Following lengthy discussion on the matter, Members agreed that it be

RESOLVED:- That,

- (a) Members agreed the content and recommendations contained within the Consultant's, Becker Merchant Ltd, report.
- (b) a Special Meeting of the Golf Club Board be held on Friday, 7<sup>th</sup> July 2006 at 10.30 a.m. to consider the implementation of the report in (a) above.
- (c) the Human Resources Manager be briefed on the situation, prior to the meeting, and be in attendance.
- (d) the Officers be instructed to review the staffing structure, Human Resources implications and the cost implications in relation to employment of a Catering Manager's post.
- (e) In the interim, no casual staff should be brought in, except for special events requiring catering for large numbers.
- (f) the Catering Consultant be requested to prepare a suitable menu, and if he was available, be invited to assess the restaurant operation over a 2 day period prior to the next Special Meeting.
- (g) That the changes as proposed by the Consultant, following the Special Meeting of the Golf Club Board on 7<sup>th</sup> July 2006 be implemented for a 3-6

month period and reviewed to assess if there had been a visible reduction in costs as a result.

### **REPORT FROM THE MARKETING & PR MANAGER**

In the absence of the Marketing & PR Manager, the Acting General Manager took Members through her report.

#### **GCB/2006/64 : RESPONSE TO MAY/JUNE MARKETING ACTIVITIES**

The Acting General Manager took Members through the Marketing & PR Manager's report.

Councillor Robinson asked if the Officers could provide a profile of the 33 Members who had brought along a friend during the "Bring a Friend" promotion on the 4<sup>th</sup> June, in relation to the ratio of male to female numbers.

RESOLVED:- That, a profile of the 33 Members who had brought along a friend during the "Bring a Friend" promotion on the 4<sup>th</sup> June, with regard to the male/female ratio.

#### **GCB/2006/65 : MEMBERSHIP NUMBERS**

In the absence of the Marketing & PR Manager, the Acting General Manager informed Members that membership numbers were not increasing significantly despite considerable marketing efforts. The Officer had outlined a number of options in her report in a bid to encourage new members and retain existing ones.

Councillor Henderson stated that currently, any correspondence addressed to the Golf Club was being directed to the Secretary of the Golf Club and bypassing the Council. Members agreed that all correspondence should be tabled as an item on the agenda of the General Committee.

Discussion ensued with regard to the Golf Club's programme of events and the Operational Services Manager indicated that during the course of the last General Committee meeting, both Sections had been asked to provide a list of social events for the next meeting and that Council Officers had offered to meet with both sections to assist them in preparing a social events calendar. However, although the Ladies' Members had submitted their proposed programme, the Male Members had stated in writing that they were unwilling to meet with the Council.

Members then referred to the options outlined within the Officer's report and discussed her proposals.

Following lengthy discussion, it was

RESOLVED:- That,

- (a) All correspondence relating to the Castlereagh Hills Golf Club should be tabled on the agenda of the General Committee.
- (b) The £50.00 discounted promotional offer for "four ball" be discounted from their joining fee on the first year of joining only.
- (c) The £50.00 discounted offer for existing Members, to encourage friends to join, will be subject to acceptance to full fees for the year and retrospectively applied to their membership fee, limited to one discount per year per Member.
- (d) The Marketing & PR Manager be instructed to liaise with the Operational Services Manager prior to any correspondence in relation to these promotional offers being printed, and ensuring that it is made applicable to existing Members.
- (e) A letter to be sent to the General Committee and to both Club Captains informing them of the promotional offers, prior to their implementation.
- (f) That all correspondence received in future, in relation to the Golf Club, should be tabled at the next available meeting of the Board where approval will be sought to forward it to the Club Secretary and the Captains of the Mens' and Ladies Sections of the Club.

#### **GCB/2006/66 : IMPROVEMENT OF CURRENT MEMBERS' FACILITIES**

Members referred to the Marketing & PR Manager's report in which she had recommended an improvement of the current members' facilities by providing a room or area exclusive to Members.

Councillor White felt that an extension of the Members' Room was necessary as the present one was inadequate and he anticipated that it would cost approximately £4,000 to carry out these works.

Councillor Robinson suggested that this matter be raised at the General Committee. He reiterated that as the facility was Council owned, it would therefore require a Council decision to amend it. However, Councillor Cochrane reiterated that the Council would be improving its facilities by carrying out these works.

Councillor Robinson felt that it would be more appropriate to let the General Committee discuss this matter and make a recommendation to the Board, to enable Members to have their own input into it.

RESOLVED:- That, the matter of improvements to the Members' Room be referred to the General Committee for their comment before the Board gives further consideration to these improvements.

**GCB/2006/67 : EARLY SUMMER ADVERTISING SCHEDULE**

Members were informed that, as requested at May's meeting, general advertisements had been placed in the Down Recorder, Mourne Observer and Lisburn Star. Furthermore, a pre-paid advertisement (2005/2006) would be placed in Tee to Green in July, with no further press advertising being booked for the July/August period.

Noted.

**GCB/2006/68 : PROGRAMME OF EVENTS (LADIES SECTION)**

Members were informed that the Secretary of the Castlereagh Hills Golf Club Ladies Section had provided some provisional social events (to be discussed and confirmed at the next Ladies Committee Meeting) which were outlined in the Officer's report for their information.

Councillor Robinson thanked the Officers for their input with regard to this matter.

Noted.

**GCB/2006/69 : PHOTOGRAPHY**

The Marketing & PR Manager's report outlined that a request had been made for the annual Ladies Day photographs of the former Gilnahirk Golf Club Ladies Section to be displayed in the corridor leading to the female changing facilities. Furthermore, that a suitable location be agreed with the Board for the first annual photographs taken of the Castlereagh Hills Captains in June.

Following agreement, it was

RESOLVED:- That,

- (a) the Board grant permission for suitably framed photography, in keeping with existing decor, of Ladies Captain Days to be displayed in the corridor leading to the female changing facilities. Furthermore, that the Board approve a suitable location for the first annual photographs taken of the Castlereagh Hills Captain Days in June.
- (b) In line with a request from Councillor Robinson, that the Officers prepare a letter to the Ladies Club thanking them for their co-operation with the Council to date.

## **REPORT FROM THE ACTING BUSINESS MANAGER**

### **GCB/2006/70 : SUMMARY OF TRADING ACCOUNTS – CASTLEREAGH HILLS GOLF CLUB**

The Acting Business Manager took Members through the summary of trading accounts for the Golf Club. She pointed out that, with current staffing levels, the Golf Club was currently behind budget.

Councillor Henderson asked if there were any overhead costs, which were not identified in the trading accounts.

The Operational Services Manager responded that all of the facilities overhead costs were currently being covered within this budget headings and that they did have an impact on his bottom line figures. He continued that, as had previously been reported, the Golf Course income was estimated to be £46,000 under budget and that therefore a potential overspend of £40,000 had been identified. The Manager went on to say that he was currently undertaking a complete review of running costs at the facility and was confident that the position could be improved.

Councillor Chambers suggested that the Operational Services Manager should have separate headings to reflect this fact.

Noted.

### **GCB/2006/71 : CLUBHOUSE MANUAL**

The Operational Services Manager informed Members that the Clubhouse manual, as requested by the Board, detailing call-out numbers for emergency situations and staff available on call, had now been prepared and was available to Clubhouse staff.

Noted.

## **REPORT FROM THE ACTING GENERAL MANAGER OF LEISURE & MARKETING**

### **GCB/2006/72 : STAFF MENU OPTIONS AND COSTS/MENU FOR CLUB USERS/REVISED MENU AND PRICES**

The Acting General Manager referred Members to her report, however, following agreement, it was

RESOLVED:- That, in light of the recommendations contained within the Becker Merchant Ltd report with regard to the Golf Club Restaurant, that further discussion be deferred to the Special Meeting of the Golf Club Board with the exception of the proposed staff menu which would be implemented immediately.

### **GCB/2006/73 : ROOM CHARGES FOR FUNCTION ROOM**

The Acting General Manager detailed the proposed room charges for the Function Room as outlined in her report.

She sought approval of the proposed pricing schedule with a view to annual review and asked that Members further consider the charging arrangements with regard to other Council staff and departments using the facility.

Councillor Chambers asked if the Officers advertised the facility as a suitable venue for Corporate Conferences etc., to which the Acting General Manager responded that she hoped to get a brochure published displaying various room arrangements. Furthermore, she was also hoping to apply for an extended entertainment licensing arrangement, as it was possible to apply for a drinks licence at the same time to enable the serving of alcohol with food.

Members then discussed the charging schedule for Council departments and, following discussion, it was

RESOLVED:- That Council Departments would not be charged for the use of the function room, on the proviso that it was not being used for other purposes, and that any catering must be purchased from the Golf Club Restaurant.

### **GCB/2006/74 : RESTRICTED USE OF THE TILL**

The Acting General Manager drew Members' attention to her report and stated that, following an incident, she had met with the service provider for the till and

sought permission to have card access issued to all users of the till to prevent irregular transactions.

RESOLVED:- That, the Board authorise the purchase of permission access cards for the till in the restaurant and that the Acting General Manager be given full accountability over the issue of the cards.

#### **GCB/2006/75 : MOBILE COUNTERS FOR RESTAURANT**

The Acting General Manager informed Members that there was no dedicated storage area, other than behind the bar and she sought Members' recommendation to purchase mobile counters, in keeping with the décor of the restaurant which would house cutlery, general table wear and also act as a base for a secondary ordering point in the future.

She stated that initial quotations had been in the range of £700, however the Council's Works Department had submitted a quotation of approximately £300-400.

Following discussion, it was

RESOLVED:- That, further discussion of mobile counters would be deferred to the Special Meeting of the Board, in light of the Becker Merchant Ltd's report on the restaurant.

#### **GCB/2006/76 : PURCHASE OF PARTITIONS**

The Acting General Manager outlined that a number of customers had commented on the open plan aspect of the restaurant and the possibility of partitions had been discussed as a possibility. She referred to her report, which detailed the types of partitions available.

Following discussion, it was

RESOLVED:- That, further discussion relating to possible restaurant screening for the Golf Club Restaurant be deferred to the Special Meeting of the Golf Board, in light of the Consultant's report on the restaurant.

#### **GCB/2006/77 : SUMMARY COSTINGS FOR PROPOSED MENUS**

The Acting General Manager drew Members' attention to the summary costings for proposed menus.

RESOLVED:- That, the Golf Club Board approve the Summary Costings for the proposed menus.

**GCB/2006/78 : GOLF CLUB – ADDITIONAL BLINDS – RESTAURANT & CONFERENCE ROOM**

The Operational Services Manager informed Members that he had received a request from the Golf Club Restaurant requesting installation of additional blinds for the Restaurant and Conference Room. He had since received a quotation of £760 per blind (4 were requested), and £280 for blinds to be fitted to the Conference Room in a similar material to the blinds already fitted in the facility.

RESOLVED:- That, the Officer be instructed to obtain further quotations in relation to the above blinds.

**GCB/2006/79 : REPORT FROM THE DIRECTOR OF FINANCE & LEISURE SERVICES**

The Director of Finance & Leisure Services tabled a report detailing the Golf Club expenses. He informed Members that the Golf Club income had been deposited into a suspense account and would be paid out to the Golf Club in 2 different ways, as detailed in his report, following an initial audit of the Golf Club accounts by the Auditor.

The Director of Finance & Leisure Services outlined the current process, i.e. that Gilnahirk Golf Club run the club and spend as necessary and all receipts relating to this expenditure are submitted to the Council's Technical Services Committee, and if these are deemed reasonable, the funds are paid on that basis.

Councillor Cochrane, however, commented that the Ladies' Club had very strict procedures in place, and they only needed a float of £300 to operate their Section.

Councillor Henderson enquired if this information had been passed on to the General Committee, to which the Operational Services Manager stated that at the General Committee meeting held on the 27<sup>th</sup> April, Mr Gibson referred to the fact that the fees had been reduced from £75 to £50.

Following discussion, Members agreed that it be

RESOLVED:- That, the letter from Mr Stephen Knox, as attached to the Director of Finance & Leisure Service's report, be tabled on the next agenda of the General Committee.

**GCB/2006/80 : REPORT FROM THE OPERATIONAL SERVICES  
MANAGER**

Following discussion, it was

RESOLVED:- That, consideration of the Operational Services Manager's report be deferred to the Special Golf Board meeting to be held on 14<sup>th</sup> July 2006.

As there was no further business, the meeting concluded at 1.30 p.m.

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**CHAIRMAN**

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**CHIEF EXECUTIVE**