

No project issues/in progress
 Some project issues - under control
 Intervention
 Action not yet underway
 Action will not be completed (give reasons)

ANGUS COUNCIL GOLF MOG ACTION PLAN & TIMELINE						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
ACTIVITY	Responsibility	Deadline	Progress update	Status	Project issues/next steps	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
MOG (Member/Officer Group) meetings to Mar 22	Jane T	complete							18/10						
SOG (Senior Officer Group) meetings to Mar 22	Jane T	complete					23/8 3-5pm	20/9 9-11am	28/10 3-5pm	17/11 3-5pm		11/6 3-5pm	07-Feb		
Golf Course/Venue Engagement															
Share progress updates with courses after each MOG meeting	Jane T / Merlyn D	ongoing					completed 24/8			30/11					31/3
Group Governance & Administration															
Executive Sponsor appointed July 2021	Alison S	complete													
Senior Officer Group established July 2021	Alison S	complete													
Review MOG membership	SOG	on hold	Pending disbanding of MOG												
Prepare draft report for MOG meeting on 7/2/ with recommendations for approval of action plan and disbanding of the Golf MOG.	Alison S	17-Nov	Ref outcome of MOG meeting on 18/10/21												
Senior Officer Group															
Alison Smith - Director, Vibrant Communities & Sustainable Growth (Executive Sponsor) Merlyn Dunn - Manager, Economic Development Steven Mill - Service Leader, Finance Alison Watson - Service Leader, Legal Walter Scott - Service Leader, Roads and Transport Jane Taylor - Economic Development Officer, Economic Development															

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ACTIONS	Responsibility	Deadline	Progress Update	Status	Issues/next steps	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Develop a 5 to 10 year strategy for golf in Angus which will: - clearly define the roles and responsibilities of the council - minimise council risk and liabilities (financial and legal) - support sustainable economic growth of the sector - support a framework to maximise opportunities around Major Events	Alison S	Dec-22												
Review the board structure and membership from the council's perspective														
Undertake an options appraisal at each course to determine the council risks and liabilities, including the implications of Common Good where applicable.														
Widen activities to align with Health & Wellbeing priorities in the Council Plan and integrate active schools activity.														
Support the Economic Development priorities of the Council														
Strategy Group Lead- Alison Smith, Director Vibrant Communities & Sustainable Growth Merlyn Dunn - Manager, Economic Development Steven Mill - Service Leader, Finance Alison Watson - Service Leader, Legal Walter Scott - Service Leader, Roads and Transport Jane Taylor - Economic Development Officer, Economic Development Mandy Robinson - Team Leader, Estates Andy Garnett - Active Schools Lead Project Co-ordinator														

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** Action for All Golf Courses Develop short to medium term action plans tailored to individual course and business needs and which support delivery of the aims and objectives of the Angus Golf Strategy.	Merlyn D	Mar-22	Dec 2021 - Arbroath Links (Scott Arbuthnot) contacted JT with a general business support request. Business Gateway and Ec Dev colleagues supporting.											
Clarify the roles and responsibilities of the Limited Liability Companies with specific reference to their duties of maintenance of the area of land falling under the lease/land management agreement and which will include clarification of the defined area boundary.	Alison W	Mar-22												
Develop a plan to tackle the strategic and operational issues affecting flooding on course	Walter S	refer to P&R Committee	Report approved at P&R Committee on 7 December to commission specialist consultant to develop feasibility study for flooding issues.		Specialist consultant being procured for commission to end March 2022.									
Develop a plan to tackle the strategic and operational issues affecting road maintenance	Walter S	refer to P&R Committee	These are principally operational issues that the club should manage themselves.		There may be opportunity through using track and rail crossing for boardwalk contract to improve current condition, which									
Procure consultants to determine options	Walter S	Mar-22	Specialist consultant being procured for commission to end March 2022.											
Project Goup Lead - Walter Scott														
Walter Scott - Service Leader Roads and Transport Kevin Robertson - Manager, Environmental Services														

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Clarify the roles and responsibilities of the Limited Liability Companies/Course Committees with specific reference to their duties of maintenance of the area of land falling under the lease/land management agreement and which will include clarification of the defined area boundary.	Alison W	Mar-22												
Support Brechin to investigate extending it's use of common good to support the expansion of facilities. -	Jane T	Mar-22	Contacted Mandy Robinson (Estates) to establish processes. Minimum 8 week public consultative process. 15/11 Stephen Rennie emailed map showing outline of proposed area. Forwarded to Alan Hunter (Planning) for comment. Awaiting response.											
Project Group Lead - Jane Taylor														
Jane Taylor - Sector Officer, Economic Development Alison Watson - Service Leader, Legal Helen Reid - Team leader, Communities Mandy Robinson - Team Leader, Estates														

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Conclude the update of the Articles	Alison W	Dec-21												
Request submitted to Council on 23/8 for consent to dispose of a strip of land to Grange and Broughty Golf Club	Alison W	Mar-22	Consented by Ian Cochrane under delegated powers. Terms being issued by Mandy Robinson (Estates).											
Project Group Lead - Alison Watson Alison Watson - Service Leader, Legal Mandy Robinson - Team Leader, Estates														

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** Action for All Golf Courses Develop short to medium term action plans tailored to individual course and business needs and which support delivery of the aims and objectives of the Angus Golf Strategy.	Merlyn D	Mar-22												
Clarify the roles and responsibilities of the LLC's/Course Committees with specific reference to their duties of maintenance of the area of land falling under the lease/land management agreement and which will include clarification of the defined area boundary.	Alison W	Mar-22												
Montrose - support the development of a plan to find short and long term solutions, including mitigating actions, to the erosion issues affecting the golf courses.	Walter S	Mar-22	Walter met the board on 19/10 to update on Dynamic Coast 2. The Council approach supports the adaptation of the natural dune system, which protects and includes part of the golf course. The golf course will need to adapt to accommodate further forecast changes to the dunes from climate change. Walter meeting the MGLL board again in March to update.		Report on Flood Risk Management to go to February 2022 Communities Committee following FRM MOWG meeting on 3 February, which will update on Dynamic Coast and actions for coastal erosion works to alleviate the golf courses issues.									
Recommence Montrose Bay Stakeholder meetings to ensure alignment of different workstreams to support overall coastal change adaptation plan delivery.	Walter S	ongoing	Meeting invitations issued for 3 March 2022.											
Support Montrose Golf Links with the update of Articles and revised governance structure on a temporary basis up to 2024 when the current lease expires.	Alison W	Mar-22	Most recent adaptation is not consistent with what was previously agreed and is subject to a further report going to Committee.											
Project Group Lead - Walter Scott														
Walter Scott - Service Leader Roads and Transport Kevin Robertson - Manager, Environmental Services														

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Develop a plan to support sustainable growth and encouraging the LLC's to become more commercial and competitive	Merlyn D	Mar-22													
Work with Business Gateway, Scottish Golf and other stakeholders to develop a sector specific framework and confirm role of Golf Industry leadership Group	Jane T	Mar-22													
Project Group Lead - Merlyn Dunn Merlyn Dunn - Manager, Economic Development Jane Taylor - Sector Officer, Economic Development Andy Garnett - Sports Development Manager															

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Support the work to explore the 4 options (agreed to be taken forward for further consideration at a meeting of Special Council on 20 January 2022) , considering the sustainable long term cultural, social and economic benefits to Angus: 1. New Governance Arrangements with External Investment - CGLMC Proposals 2. New Deliver Model Led and Funded by Angus Council 3. CGLMC Proposals but on different terms 4. Seek a shorter term solution	Ian L	ongoing												
Project Group Lead - Alison Smith														
Alison Smith - Interim Director, Vibrant Communities Alison Watson - Service Leader, Legal Steven Mill - Service Leader, Finance Merlyn Dunn - Manager Economic Development Jane Taylor - Sector Officer (Golf) Economic Development														

Apr