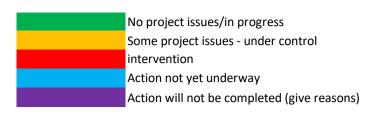
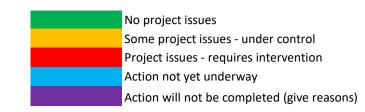


ANGUS COUNCIL GOLF MOG ACTION PLAN & TIMELINE						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Member Officer Group (MOG) Meetings									18/10			1	07-Feb		
							23/8	20/9	28/10	17/11	14/12	6/1			
Senior Officer Group (SOG) Meetings*							3-5pm	9-11am	3-5pm	3-5pm	3-5pm	3-5pm			
ACTIVITY	Reponsibility	Deadline	Update	Status	Project issues	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Develop an Angus Golf strategy															
Develop a 5 to 10 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 contribute to delivery of wider council priorities including; health and vellbeing, education, climate change, poverty	Alison Smith	Dec-22													
support a framework to maximise opportunities around Major Events Arbroath												-			
- Develop a plan to tackle the strategic and operational issues affecting flooding on course, and road maintenance.	Walter Scott	Mar-22			,										
Wonifieth - Conclude the update of the Articles - Support the request to dispose of a strip of land to Grange & Broughty Golf	Alison Watson	Mar-22													
Montrose - Support the development of a plan to find short and long term solutions, ncluding mitigating actions, to the erosion issues affecting the golf courses.	Walter S	Mar-22													
Brechin Support the Club to investigate extending it's use of Common Good land to support the expansion of facilities.	Jane Taylor	ongoing													
Golf Courses - Support for sustainable growth															
Develop a plan to support the Limited Liability Companies to become more commercial and competitive	Merlyn Dunn	Mar-22													
Carnoustie Golf Provision - Future Arrangements															
Provide project suppport and consider the sustainable long term cultural, social and economic benefits to Angus.	l Lorimer	Mar-22													
Major Events															
Develop a framework to support the seamless delivery of major golf events in Angus, ensuring a consistent and streamlined cross service approach and maximising benefits to the local area.	Alison Smith	Dec-22													
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 Trasport ane Taylor - Economic Development Officer,Economic Development															



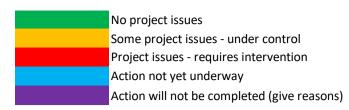
ANGUS COUNCIL GOLF MOG ACTION PLAN & TIMELINE						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
ACTIVITY	Reponsibility	Deadline	Progress update	Status	Project issues/next steps	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
MOG (Member/Officer Group) meetings to Mar 22	Jane T	complete							18/10				07-Feb		
							23/8	20/9	28/10	17/11		11/6			
SOG (Senior Officer Group) meetings to Mar 22	Jane T	complete					3-5pm	9-11am	3-5pm	3-5pm		3-5pm			
Golf Course/Venue Engagement															
	Jane 17						completed			20/44				24/2	
Share progress updates with courses after each MOG meeting	Merlyn D	ongoing					24/8			30/11				31/3	
Group Governance & Administration															
Executive Sponsor appointed July 2021	Alison S	complete													
Senior Officer Group established Juy 2021	Alison S	complete													ļ
Review MOG membership	SOG	on hold	Pending disbanding of MOG												
Prepare draft report for MOG meeting on 7/2/ with recommendations for			Ref outcome of MOG meeting on												
approval of action plan and disbanding of the Golf MOG.	Alison S	17-Nov	18/10/21												<u> </u>
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 Trasport															
Jane Taylor - Economic Development Officer, Economic Development															



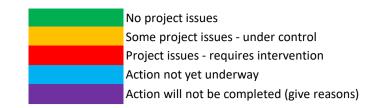
ANGUS COUNCIL GOLF MOG ACTION PLAN														
ACTIONS	Reponsibility	Deadline	Progress Update	Status	Issues/next steps	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Develop a 5 to 10 year strategy for golf in Angus which will:														
- clearly define the roles and responsibilities of the council														
- 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														
neview the board structure and membership from the country perspective														
Undertake an options appraisal at each course to determine the council risks and														
liabilities, including the implications of Common Good where applicaple.														
Widen activities to align with Health & Wellbeing priorites 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														
Sustainable Growth														
Merlyn Dunn - Manager, Economic Development														
Steven Mill - Service Leader, Finance														
Alison Watson - Service Leader, Legal														
Walter Scott - Service Leader, Roads and Trasport														
Jane Taylor - Economic Development Officer, Economic Development														
Mandy Robinson - Team Leader, Estates														
Andy Garnett - Active Schools Lead Project Co-ordinator														



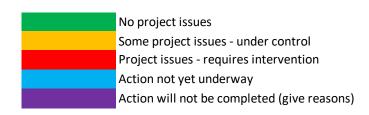
ANGUS COUNCIL GOLF MOG ACTION PLAN														
ACTIVITY	Reponsibility	Deadline	Progress Update	Status	Issues/Next steps	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
** Action for All Golf Courses Develop short to medium term action plans tailored to individual course and business needs and which support delivery 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.			8								
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 inloude 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 imporve current condition, which									
Procure consultants to determine options	Walter S	Mar-22	Specialist consultant being procurred for commission to end March 2022.											
Project Goup Lead - Walter Scott														
Walter Scott - Service Leader Roads and Transport Kevin Robertson - Manager, Environmental Services														



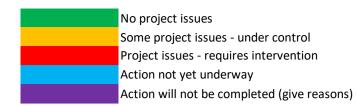
ANGUS COUNCIL GOLF MOG ACTION PLAN											
ACTIVITY	Reponsibility	Deadline	Progress Update	Status	Issues/Next steps Aug	Sep Oct	Nov	Dec Jan	Feb	Mar	Apr
** Action for All Golf Courses Develop short to medium term action plans tailored to individual course and business needs and which support delivery of the aims and objectives of the Angus Golf Strategy.	Merlyn D	Mar-22									
Clarify the roles and responsibilities of the 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 inlcude 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											



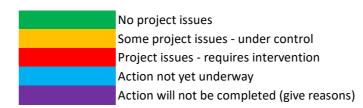
ANGUS COUNCIL GOLF MOG ACTION PLAN														
ACTIVITY	Reponsibility	Deadline	Progress Update	Status	Issues/Next steps	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
** Action for All Golf Courses Develop short to medium term action plans tailored to individual course and business needs and which support delivery of the aims and objectives of the Angus Golf Strategy.	Merlyn D	Mar-22												
Clarify the roles and responsibilities of the 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 inloude clarification of the defined area boundary.	Alison W	Mar-22												
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).											
														<u> </u>
Project Group Lead - Alison Watson Alison Watson - Service Leader, Legal Mandy Robinson - Team Leader, Estates														



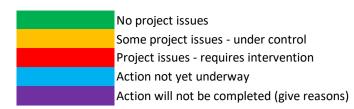
Reponsibility	Deadline	Progress Update	Status	Issues/Next steps	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Merlyn D	Mar-22												
Alison W	Mar-22												
Walter S	Mar-22	on Dynamic Coast 2. The Council approach supports the adaptation of the natural dune system, which protects and includes part of 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		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.									
Walter S	ongoing	Meeting invitaitons issued for 3 March 2022.											
e Alison W	Mar-22	Most recent adaptation is not consistent with what was peviously agreed and is subject to a further report going to Committee.											
	Merlyn D Alison W Walter S	Merlyn D Mar-22 Alison W Mar-22 Walter S Mar-22 Walter S ongoing	Merlyn D 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. Walter S ongoing Meeting invitaitons issued for 3 March 2022. Most recent adaptation is not consistent with what was peviously agreed and is subject to a further report going to	Merlyn D 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. Walter S ongoing Meeting invitaitons issued for 3 March 2022. Most recent adaptation is not consistent with what was peviously agreed and is subject to a further report going to	Mar-22 Walter S Walter S Walter S Walter S 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. Walter S ongoing Meeting invitaitons issued for 3 March 2022. Most recent adaptation is not consistent with what was peviously agreed and is subject to a further report going to	Merlyn D Mar-22 Alison W 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. Walter S ongoing Meeting invitaitons issued for 3 March 2022. Most recent adaptation is not consistent with what was peviously agreed and is subject to a further report going to	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. Walter S ongoing Meeting invitaitons issued for 3 March 2022. Most recent adaptation is not consistent with what was peviously agreed and is subject to a further report going to	Merlyn D 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. Walter S ongoing Meeting invitaitons issued for 3 March 2022. Most recent adaptation is not consistent with what was peviously agreed and is subject to a further report going to	Mar-22 Walter S Walter S Walter S Walter S Walter S Ongoing Meeting invitaitons issued for 3 March to tou pdate, and the matural daptation is not consistent with what was peviously agreed and is subject to a further report going to the matural with what was peviously agreed and is subject to a further report going to the matural was system. Walter S Walter S Walter 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 following FRM MOWG meeting on 3 February, which will update on Dynamic Coast and actions for coastal erosin works to the dunes from climate change. Walter meeting the MGLL board again in March to update. Walter S Ongoing Meeting invitaitons issued for 3 March 2022. Most recent adaptation is not consistent with what was peviously agreed and is subject to a further report going to	Metryn D 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. Walter S ongoing Meeting invitations issued for 3 March 2022. Mar-22 Mar-22 Meeting invitations is not consistent with what was peviously agreed and is subject to a further report going to	Metryn D 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 MGL board again in March to update. Walter S ongoing Meeting invitations issued for 3 March 2022. Mar-22 Mar-22 Mar-22 Mar-22 Alison W Mar-22 Alison W Mar-22 See Alison W Mar-24 See Alison W Mar-25 See Alison W Mar-25 See Alison W Mar-26 See Alison W Mar-27 See Alison W Mar-27 See Alison W Mar-28 See Alison W Mar-28 See Alison W Mar-29 See Alison Mar-29 See A	Merlyn D Mar-22 Malter 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 MGLI board again in March to update. Walter S ongoing Meeting invitations issued for 3 March 2022. Mar-22 Mar-22 Momentum ties 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.	Merlyn D 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. Water meeting the MGLL board again in March to update. Walter S ongoing Meeting invitations issued for 3 March 2022. Most recent adaptation is not consistent with what was perviously agreed and is subject to a further report going to



ANGUS COUNCIL GOLF MOG ACTION PLAN														
ACTIVITY	Reponsibility	Deadline	Progress Update	Status	Issues/Next steps	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
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														



ANGUS COUNCIL GOLF MOG ACTION PLAN														
ACTIVITY	Reponsibility	Deadline	Progress Update	Status	Issues/Next steps	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Suppport 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	lan 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														



ANGUS COUNCIL GOLF MOG ACTION PLAN													
ACTIVITY	Reponsibility	Deadline	Progress Update	Status	Issues/Next steps	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Develop a framework to support the seamless delivery of major golf events in Angus, ensuring a consistent and streamlined cross service approach and maximising benefits to the local area.	Alison S	Dec-22											
Project Team (Major Events) Group Lead - Alison Smith													
Alison Smith - Interim Director, Vibrant Communities Merlyn Dunn - Manager, Economic Development Jane Taylor - Sector Officer, Economic Development													

Apr