

HEATON MOOR GOLF CLUB LIMITED

**GOLF COURSE
POLICY DOCUMENT**



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Introduction

The purpose of this Course Policy Document (CPD) is to set out details of the approach to managing and maintaining the Golf Course at Heaton Moor Golf Club Ltd (HMGC), which have been approved by the Board. This is a working document designed to stand the test of time. The Golf Director and Golf Sub Committee will conduct an annual review of the CPD and make any recommendations for changes for approval by the Board. Where necessary, expert opinion will be obtained internally and externally.

Course Description

Founded in 1892 Heaton Moor Golf Course is managed by the Head Green Keeper and a team of Ground Staff. The Course measures close to 6000 yards with a par of 70 and a standard scratch of 70. The course is a pleasantly situated, gently undulating parkland course with two separate 9-holes each starting from the clubhouse. Do not be deceived into thinking that the course is unchallenging. The relatively narrow fairways are lined with trees and bunkers protect compact greens on a number of the par 4 holes. The 18th hole has a hedge surrounding all approaches to the green with the clubhouse situated immediately to the rear of the green.

The course comprises two Par 5 holes, both on the back 9. 12 Par 4's and 4 Par 3 holes.

•White Tee Yardage	5974
•Yellow Tee Yardage	5738
•Red Tee Yardage	5192

Aim

The overall aim of this policy is to ensure that all aspects of HMGC golf course and associated grounds are maintained and presented in the best possible condition throughout the year so that it is recognised as being one of the best maintained and best presented courses in the area. Also, to ensure there is a structured and clear forward plan for the ongoing improvement of the course aimed at enhancing the enjoyment of members, guests and visitors to HMGC by providing a fair test for golfers of all abilities.

Roles & Responsibilities

The Board

The Board is ultimately responsible for the overall management of HMGC including policy, forward planning and financial management.

The Golf Director and Golf Sub Committee

The Golf Director and Golf Sub Committee are responsible for the management of all aspects of the golf course, including maintenance, current and capital account budgets, as well as producing and implementing a rolling 3-year improvement plan.

(For further information see the Terms of Reference Documents for the Golf Director and Golf Sub Committee.)

The Head Greenkeeper

The Head Greenkeeper is responsible, in conjunction with the Golf Director and Golf Sub Committee, for the implementation of this Policy in all its aspects, which includes but is not limited to:

- Deploying Greenkeeping resources efficiently and effectively including holiday scheduling.
- Planning course maintenance schedules in relation to fixture lists and societies
- Liaising with the Golf Director on any problem areas
- Machinery maintenance and repair
- Planning and preparation of annual and long-term budgets
- Attending Golf Sub Committee meetings when required
- Maintenance of schedules and records relating to machinery
- Staff training, discipline, work schedules, appraisals
- Implementation of the Club's Health and Safety policy
- Purchase and secure storage and safe usage of fertilizers, dressings, pesticides, fungicides and chemicals
- Monitoring expenditure against budget
- Secure storage of all machinery and equipment

(For additional information see Head Greenkeeper's Job Description.)

Staff Resources

The agreed staffing level is:

- Head Greenkeeper
- Deputy Head Greenkeeper
- 2 Assistant Greenkeepers

The Head Greenkeeper in conjunction with the Golf Director will undertake an annual review to ensure staffing levels are correct any changes will be recommended to the Board for approval.

It is in the Club's financial interest that repairs and maintenance costs are kept to minimum so the possible benefits of employing a Green Keeper Mechanic should be reviewed on an annual basis by the Head Greenkeeper and Golf Director.

The Golf Director in conjunction with Finance Director will review staff salaries annually and any changes will be recommended to the Board for approval.

Hours of Work

The Green-staff work a flexible shift pattern between the hours of 06.00 and 15.00 depending upon the time of year, the available light and the needs of the competition schedule. Each member of staff works 8 hours a day, including a 30-minute break.

All Green-staff are rostered for weekend and public holiday working as required, at the appropriate overtime rates (staff maybe be credited with lieu hours where overtime is worked).

Weekly timesheets must be completed by all ground staff with a copy signed by the Head Greenkeeper provided to the administrator each Monday morning.

Training

Training is an essential element in achieving a team of skilled and motivated staff. HMGC is committed to help and encourage training and education through approved colleges. All permanent green staff are encouraged to obtain National Vocational Qualifications (NVQ's) in Green-keeping to the maximum of their individual abilities. Staff, are also encouraged to become members of BIGGA (membership fees will be paid by HMGC), and to attend discussion groups organised by the Association.

Finance

The Board is committed to providing sufficient funds to achieve the policies set out in this document.

In October/November each year the Head Greenkeeper, in consultation with the Golf Director, will produce a list of machinery, including details of any problems that have occurred during the year. This will help produce a spares and replacement budget for the following year. These will then be discussed by the Golf Sub Committee and recommended for approval by Finance Director and the Board. Additionally, the Head Greenkeeper, in consultation with the Golf Director, will produce an annual budget for purchase of fertilisers, chemicals and other materials and consumables for the next year.

The Club invests in a range of machinery and equipment to ensure the course is maintained to the standards required. Each September the Head Greenkeeper, in consultation with the Golf Director, must produce an updated annual rolling 5-year capital investment plan for machinery replacements for consideration and approval by the Finance Director and The Board. If this is agreed it will form part of the Club's financial plan.

The Head Greenkeeper must not incur any expenditure, unless it is within budget. If any expenditure is required urgently in excess of budget, it must be authorised by the Finance and Golf Directors.

A continual review of actual expenditure, compared with budget, will be maintained on a monthly basis. This information will be discussed by the Board quarterly.

Green-keeping Facilities

The facilities are situated on the R/H side of the driveway adjacent to the practice area comprising a large purpose-built building consisting of: -

- Head Greenkeepers office.
- Toilet and shower room
- Kitchen / Staff room.
- Large main area for housing machinery and a workshop area
- Tool storage facilities
- Separate chemical, petrol and diesel storage shed
- Machine wash down area
- On the Club carpark, there are bays for the storage of top dressing, soil and sand.
- In addition, there is a Pump house and water storage facility situated alongside the practice nets next to the Clubhouse.

Machinery and Equipment

The Board regards the provision of the necessary machinery and equipment as an essential pre-requisite in achieving the policies set out in this document.

The policy of the Club is to purchase, maintain and replace when necessary the most appropriate, range of machinery and equipment for the upkeep of the course.

The Head Greenkeeper is responsible for keeping himself up to date with developments in golf course machinery, and make recommendations to the Golf Director, including competitive quotations for acquisition and disposal of machinery. The Head Greenkeeper is also responsible for the maintenance of all machinery, including all health and safety requirements as well as records of use, preventative maintenance, major servicing, repairs etc.

The Course

Greens

Annual meadow grass is the predominant species on all greens. The long-term policy is to reduce this gradually and encourage fine bent and fescue grasses to develop and thrive. This long-term objective can be achieved by a continual programme of aeration to create conditions, which encourage healthy bacterial activity, which in turn breaks down the thatch layer and encourages the deeper rooting species of grasses. Consistent over seeding throughout the year is also essential and it is policy to utilise only bent/fescue seed.

The height of cut on greens is the responsibility of the Head Greenkeeper, and depends on his reading of future weather conditions, forthcoming events, the state of the soil, moisture levels etc. During the main playing season, the greens should be cut 3 to 5 times a week and the effective height of cut should be between 3 mm and 4.5mm to achieve consistent speeds of between 8ft and 10ft on the “Stimp”.

Pace of the green should be the optimum related to prevailing conditions but smoothness should never be sacrificed for speed. Consistency of pace and roll between greens is more important than the pace of any one surface.

The skill level of those playing should always be considered when preparing the greens in relation to pace and firmness.

Grooming, scarification and verti-cutting together with the use of hollow tining to encourage moisture penetration will be carried out as required during the growing season. Scarifying and hollow coring normally to be carried out every April and August. Verti-draining will be carried out during the spring and the autumn using 12mm or 19mm diameter tines to help improve drainage, improve root growth and lessen compaction.

Following scarifying or hollow tining, an application of top dressing at a rate of 4kg/m². (30 to 40 tonnes) will be applied, followed by a lighter application the following week (4-6 tonnes). Further light top-up dressings (4-6 tonne) will be applied during the playing season as required. The overall objective being to apply 90 to 100 tonnes of top dressing on the 18 greens over the year.

It is recognised that topdressing lying on the surface of a green can be frustrating for some golfers. However, the application of topdressing in the playing season, particularly on putting surfaces, is one of the most important aspects of greenkeeping. Below is a brief summary of the importance of top dressing greens throughout the year.

- Dilutes thatch

- Increases depth of quality growing medium.

- Improves drainage.

- Improves surface smoothness and trueness.

- In addition; promotes finer grasses/healthy turf, reduces disease incidence, promotes deep root development, reduces fertilizer and irrigation input.

Top dressing should be undertaken in conjunction with aeration, scarification or verti-cutting to ensure the fresh material is integrated into the soil profile.

The Head Greenkeeper should take account of the fixture list when planning greens maintenance work.

Judicious use of the automatic irrigation system, coupled with some hand watering with or without the use of wetting agents, is essential if soil moisture content levels drop and grass on the greens becomes ‘stressed’.

Hole Positions

Hole positions will be changed between 1 and 3 times a week dependant on the weather and competition schedules.

If heavy rain is forecast areas where water will accumulate on the greens should be avoided.

Generally, the hole should be positioned at least 2 metres from the edge of any green. If a bunker is close to the green edge, or if the ground slopes away from the green edge, the distance should be greater, especially if the shot to the green is more than a pitch.

The ground 60–90 cm around the hole should be as level as possible. In no case should holes be positioned within 2 metres of a very severe slope or ridge. If the design of the green dictates that the hole be positioned on a slope, the hole should be cut vertically, not with the slope

Consider the condition of nearby turf when picking pin positions, especially taking care to avoid old hole plugs which have not completely healed.

There should, where possible, be a balanced selection of hole positions for the entire course regarding easy moderate and difficult positions. As far as possible try to follow the 6 Red, Yellow, White “rule”.

For all competitions the Head Greenkeeper is responsible for deciding on the appropriate pin positions. The playing conditions, particularly the speed and firmness of the greens, and the skill level of those playing should always be considered when picking pin positions.

Tees

Good maintenance of teeing grounds is an essential element of achieving the overall objective of presenting the course in the best possible condition throughout the year.

- From the Spring Meeting all markers will be moved 3 or 4 times a week depending on weather and competition schedules in all cases the teeing area will provide golfers a flat stance that is a minimum of 5 meters wide.
- Ball cleaners will be checked regularly and water replaced as necessary
- Divot boxes provided on all par three holes are to be checked and replenished weekly.
- All tees will be cut at least twice a week to a height no lower than 8mm. Tees must be cleared of grass cuttings after mowing.
- Divotting and the removal of old divots will be carried out twice a week on all tees
- Tee banks will be cut weekly to a height no lower than 32 mm
- The areas around the stone tee markers will be regularly trimmed and the markers cleaned as necessary
- Regular inspection and spot spraying for weeds
- Solid and hollow coring, scarifying and fertilising are all undertaken throughout the year on a programmed basis.

Fairways

All fairways will be cut two or three times a week to a height of no lower than 18mm.

To maximise grass growth and improve drainage a regular programme of scarification will be carried out every 1 to 2 years. Fairways will be verti-drained every 1 to 2 years and sprayed to control weeds every 1 or 2 years. Fairways will also be fertilized every 1 to 2 years.

There is insufficient man power to undertake fairway divotting on a regular basis but throughout the season members will be asked to volunteer to help divot fairways with support from the ground staff.

Fairway width can vary from hole to hole and the difficulty of each hole should be taken into account when deciding the appropriate width for the fairway. As a guide a fairway should be no narrower than 20 metres plus the first cut either side, however there are a few places on the course where tree roots prevent this width being achieved, in these locations the fairway will be cut to the maximum width possible.

To ensure the course is playable and enjoyable for golfers of all abilities where practical the maximum carry to the fairway from red tee blocks should no more than 100yds and no more than 125yds from the yellow blocks. On holes where the course layout makes it impractical to implement these distances the fairway should commence as near as possible to the tee blocks.

Aprons, and Green Surrounds

The aprons and green surrounds will be cut twice a week to a height no lower than 8mm. There will be a programme of scarification, solid coring, top dressing and over seeding throughout the year. The presentation of the aprons and green surrounds, has a marked visual impact on the course. A surround will be formed of at least one machine width around each green. Careful cutting of the surrounds is essential to avoid scalping and achieve an even surface. Aprons should be approximately 20 yards long. To prevent unnecessary wear and tear traffic around the approaches will be controlled by white lines or strips to direct players away from these areas. In the winter some aprons and areas around greens will be roped off.

First Cut off the Fairway/Semi Rough

First Cut off the Fairway/Semi Rough will normally be cut once a week to a height of 32mm. This should enable the ball to remain visible, whilst still slowing it down. On most holes, the semi rough will be two machine widths alongside the fairway and is an important element in the presentation of the course.

Rough

The remaining rough mainly outside the tree line will be cut once a week to a height of 38mm.

Copses

The grass within the copses across the course will be cut every two weeks to a height of 64mm.

Trees

Tree and woodland management will be an integral part of general course maintenance. The trees on the course are subject to Tree Protection Orders and appropriate permissions must be sought for all tree work undertaken on the course.

There are a wide range of trees on the course both in species and age including a significant number of Manchester Poplars that have or are reaching the end of their expected life span. These trees drop their leaves earlier than other species and extend the period that the ground staff have to clear leaves from the course, the orderly removal of these trees along with a programme of tree planting will form part of the 3-year improvement plan. The aim will be to minimise the impact on the appearance and playability of the course and will also:-

- Allow light and air into key areas of the Course to improve turf quality.
- Encourage flora and fauna to re-inhabit areas.
- Remove dead/dying trees that could become dangerous to ground staff or golfers.

Integral Hedges

The management of integral hedges, particularly on the 10th, 15th and 18th holes will form a part of general course maintenance. All hedges on the course will be kept neat and tidy but special consideration will be given to the height of the hedge on the 15th hole which must be kept low enough so that golfers on the tees can clearly see members of the public using the footpath.

Bunkers and Hazards

This is an area that will require considerable improvement and upgrading. The major areas of concern are differing sand consistency, sand depth and distribution within bunkers, sand compaction and poor or ineffective drainage. As with course drainage improving bunkers will form a significant part of the 3-year rolling course improvement plan.

Despite the underlying problems good maintenance of the bunkers is an essential element in presenting the course in the best possible condition. We must endeavour to provide a consistent depth of sand, which should be between 50 and 100mm, and bunker edges and banks must be kept tidy. Sand in bunker faces should be shallow enough to prevent plugging in the face yet sufficient to ensure the ball remains in the bunker.

The definition of bunker margins must be maintained so that golfers are in no doubt as to whether or not they are in the hazard. Bunker fringes should be edged and trimmed to a height that will permit a ball to be gathered into the hazard.

Bunkers must be raked at least 3 to 4 times a week during the main season, raking is essential to maintain a consistent depth and distribution of sand. Each bunker has its own rake. Rakes should be placed inside the bunkers towards the back of the bunker and parallel with the direction of play.

There are a number of areas, mostly ditches, across the course that are marked as hazards with red or yellow posts. The definition of hazard margins must be clearly

defined with posts, ditches and or lines so that golfers are in no doubt as to whether or not they are in the hazard.

Paths

There are a number of shale paths on the course mostly leading to and from teeing areas. The path surfaces should be even and kept weed free throughout the year and the shale replaced or topped up as required. The path edges are mostly wooden and should be kept in good condition so that the path edges are well defined. The construction of any new paths would be part of the 3-year rolling course improvement plan.

Ditches

In recent years the amount of waterlogging, particularly in the winter and on the back nine, has become an increasing problem. The dispersal of water from the course and good drainage are of paramount importance. All ditches should be regularly examined and kept free of leaves, debris and silt to ensure the free flow of water. During the summer months, the banks should be cut once a week to length of 32 mm.

Drainage

A planned programme to check drains on the course on an annual basis will be developed, and where necessary drains will be rodded to clear blockages to ensure the free flow of water off the course.

Improving course drainage in the long term must form a significant element of the 3-year rolling course improvement plan. In the event of large scale schemes, a drainage expert should be consulted before commencement of work.

Ground Under repair (GUR)

Areas of damage across the course that it would be unfair to expect a player to play from must be clearly marked and repaired as soon as practical, until repaired, the area must remain marked as GUR. Every effort must be made to keep these areas to a minimum. Marking of GUR is particularly important for major events and competitions.

The Practice Ground

HMGC has 3 designated Practice Areas:

The 'main practice' area adjacent to the Ground Sheds and Driveway Entrance

This practice area will be maintained and cut regularly. A practice strip cut at fairway height will be maintained on the 'main practice' area. The outfield area will be cut at a height of 38mm. One green on the 'main practice' area will be close cut to resemble aprons and various flags in holes will be laid out to facilitate practice by more than one person. The practise bunker on the 'main practice' area is to be kept in a playable condition.

The 'small putting' green to the right of the 1st tee. The 'main putting' green set between the 10th tee and the hedge will be maintained and cut in the same way as the greens on the course in order to replicate as near as practical the course playing conditions.

Protecting the Course in Winter

Greens

It is the Club's policy only to use temporary greens when absolutely necessary.

The staff will prepare temporary greens late summer/autumn. Normally they will be sited on grass cut to approximately 12mm and on ground appropriate for play. Temporary greens are used when conditions dictate that the use of the main greens would potentially cause damage that would be detrimental to their long-term condition or the condition of the surrounds.

Conditions for the use of Temporary Greens

Frozen subsoil (penetrative frost)

Walking on the greens when the sub soil is frozen and or thawing can cause the roots of the grass plant to break in the frozen ground. This leads to greens that are weak and susceptible to disease.

Waterlogging

The surface layer of the greens can be damaged if play is allowed on the greens when they are heavily waterlogged. This again leads to greens that are weak and prone to disease.

Greens work

At various times of the year we carry out work on the greens. When we undertake this work and the winter greens are prepared they will be in use until the work on the greens has been completed. This allows the work to be completed as quickly as possible and doesn't compromise the safety of the staff completing the work.

Application of chemicals

Chemicals including fertilizer and anti-fungicides are used frequently throughout the year. Chemicals are required to ensure the greens are as healthy as possible. From time to time treatment for diseases such as fusarium needs to take place. Anti-fungicides are expensive and need to be given the best possible chance of working by allowing the greens to rest to aid absorption by the plant.

Special situations

Situations may arise where the use winter greens will be needed for specific holes. Examples of these situations include damage to the playing surface, excessive wear of walk off areas and possible danger to golfer's safety from damaged or fallen trees etc.

Decision to use Temporary Greens

The Head Greenkeeper will be solely responsible for the decision to move to temporary greens. In his absence, the Deputy Head Greenkeeper will be responsible. If the decision is made during a weekend then it will be the senior staff member present who will make the decision with, if necessary, appropriate guidance from their line manager.

Decision to revert to Main Greens

The Head Greenkeeper will be solely responsible for the decision to move back to the main greens. In his absence, the Deputy Head Greenkeeper will be responsible. If the decision is made during a weekend then it will be the most senior staff member present who will make the decision with, if necessary, appropriate guidance from their line manager.

Tees

To protect our tees in the winter when there is little or no grass growth winter tee mats will be provided for yellow block play, where possible winter tee mats will be adjacent to existing paths. The Head Greenkeeper will decide when course conditions require the use of winter tee mats to be introduced. Normally this will be after the Autumn Meeting and winter tees may remain in use until the Spring Meeting. Play from the red tee blocks during this period will normally remain on grass tees.

Fairways/Rough

With the increase in winter play, it is essential that measures be taken to protect fairways when there is little or no grass growth. The Head Greenkeeper will decide when course conditions require mats to be introduced and winter mats will be mandatory on all fairways and other closely mown areas. Normally this will be after the Autumn Meeting and mats may remain in use until the Spring Meeting.

On occasions if ground conditions are very poor the Head Greenkeeper may decide to make the use of winter mats mandatory in the rough.

Buggies and Trolleys

In winter all members are encouraged to minimise the use of Buggies and Trolleys carrying clubs where they can and using lighter pull trolleys if they cannot carry.

Between the Autumn and Spring meetings, after the introduction of fairway mats, electric trolleys will only be allowed on the course if they are fitted with "winter wheels". At this time passengers may not be allowed on ride on buggies if they are not registered disabled.

The Board, when advised by the Head Greenkeeper and/or Golf Director that course conditions dictate may suspend the use of ride on buggies and/or electric trolleys.

The use of buggies and or electric trolleys by members who are registered disabled will never be banned unless the course is closed to all members. However, passengers may not be allowed on ride on buggies if they are not registered disabled.

“Traffic Management”

To try and minimise the damage to areas of the course during the winter stakes and ropes will be used to restrict access the certain areas of the course. Designated trolley parking areas will also be set up. Whilst these measures may be inconvenient it is an essential part of ensuring the course is in the best possible condition for the playing season.

Members must avoid the roped off areas and use the “trolley parks”.

Green Staff and Members

Work on the Course

Greenkeeping staff always have priority when working on the course, shots must not be played when greenkeepers are in range unless they have signalled it is safe to do so.

Members are very aware of the quality and presentation of the course and expect constant improvements in the playing conditions. The Ground Staff are aware of the need to work without inconveniencing players. Improved mechanisation enables the Ground Staff to carry out most tasks quickly and efficiently, but inevitably there can be conflicts between Ground Staff and golfers. The Ground Staff are aware that the course is there for the benefit and enjoyment of member and visitors, and work programmes are planned accordingly.

To achieve the best possible balance: -

- Every effort will be made to start daily work on the course as early as possible and to keep ahead of golfers starting early.
- Course or hole closures will be planned well in advance and details of any planned closures will be notified to Members well in advance.
- There are a few times each year when play on the course will have to be restricted to allow the Ground Staff to 'set up the course' for major competitions or events. As far as possible these restrictions will be kept to an absolute minimum and members will be informed.

Our Ground Staff take a great pride in their professional workmanship and work hard to present the course in the best possible condition.

Please help maintain the condition of the course by: -

- Repairing all pitch marks, even if you have not caused them. Unrepaired pitch marks take much longer to recover and cause irregularities in the surface of the green that can affect the roll of putts.
- Please rake bunkers. Push the sand towards the centre of the bunker, do not pull it towards the edges. If there is no rake please do your best with a club.
- Please replace bunker rakes inside bunkers towards the rear of bunkers lying in the direction of play, this reduces the chance of them being struck by a ball entering a bunker to a minimum
- Please replace divots. Whilst not all replaced divots take, a high percentage do and this helps the course recover more quickly
- Please do not drop any litter (including cigarette ends) on the course and if you see any litter please pick it up and drop it in one of the bins near the Clubhouse or first tee.
- Buggies, Electric and Pull Trolleys.

Never take them on to tees, greens, or green surrounds or between bunkers and greens.

Complaints

Members and visitors must not, under any circumstances, complain about the conduct of a member of staff, nor about the state of the Course, to any member of the Ground Staff. Any complaint must be made to the Golf Director or member of the Golf Sub Committee who will investigate the matter together with the Head Greenkeeper. If they cannot deal with the complaint themselves, the matter will be submitted to the Golf Sub Committee, or Board as appropriate.

Irrigation

General

The overall policy is to use as little water as possible to encourage deeper rooting grasses to predominate. However, almost every season there are times when rainfall is insufficient to sustain grass growth and needs to be supplemented. Water is also needed on occasions to wash in fertilisers and other treatments into the greens.

Water Supply

Under a licence granted by the Environment Agency water is drawn from an underground bore hole and stored in a tank located next to the practice nets. Usage is recorded by taking meter readings daily and these must be submitted to the Environment Agency annually and records retained for 7 years. Neither the daily or the annual allowances can be exceeded.

Daily allowance is 50 cubic metres which is approximately 11,000 gallons.

Annual allowance is 8,000 cubic metres which is approximately 1.75 million gallons.

The licence costs the Club £160 per month between March and October.

Overview of the Irrigation System

The system is inspected and pressurised at 8.5 bar in March/April when the danger of significant frosts has passed, the system is drained down in October. Water is extracted from the Bore Hole at a rate of 8 cubic litres per hour. The storage tank has a capacity of approximately 30 cubic metres. We have 76 sprinkler heads on the course each of which can deliver a maximum of 12.5 gallons of water per minute which is, in total, 4.3 cubic litres per minute. At the maximum flow rate, we can use all the sprinkler heads for approximately 7 minutes before the storage tank is emptied.

Ecology

It is the aim of the Board to preserve the natural habitat of birds, animals and flora on the Course. Any protected species found on the course shall be reported to the Head Greenkeeper and the Club Secretary and recorded.

Woodland maintenance will be carried out in such a way that it has as little an impact on the natural habitat as possible and encourage wildlife. Certain animals can do damage to the Course, and appropriate steps will be taken to minimise or prevent any damage.

Trees that affect the Course may need to be pruned, particularly when they overhanging teeing grounds, restrict the growth of grass cover or increase the risk to

golfers by restricting visibility of tees and greens that are close to the line of shots on adjacent holes. On some occasions felling may be necessary.

This work will be carried out under the control of the Head Green Keeper who must ensure that the conditions of tree preservation order are complied with. Tree planting will take place where and when necessary, with professional advice sought as appropriate. The Golf Subcommittee must approve the felling of any trees. Care is taken to encourage seasonal flora and fauna, such as blue bells, and daffodils, together with birds and water creatures in ponds and water courses, such as the Newts which are situated in the listed ancient monument of Peel Moat located on the 15th Hole. This is a protected area and any work undertaken must be done with the prior approval of Historic England. (Peel Moat is scheduled under the Ancient Monuments and Archaeological Areas Act 1979 as it appears to the Secretary of State to be of national importance.)

Professional Advice

Notwithstanding the confidence that the Board has in the expertise and knowledge of the Head Green Keeper and his team, the Golf Director and the Board will seek professional advice if they decide it would be beneficial.

Health and Safety

The Club Secretary is the Clubs Health and Safety Officer and A B Partnership Limited have been appointed as our Health and Safety consultants, they audit the Club's Health and Safety Management System twice a year. The Golf Director through the Head Greenkeeper has overall responsibility for ensuring the Ground Staff are appropriately trained and follow all Health and Safety policies and procedures and that all the necessary records are maintained.

HMGC has a Health and Safety policy, which shall be distributed to all members of the Ground Staff together with a comprehensive series of COSHH and Risk Assessments. The Head Greenkeeper is responsible for maintaining and updating all the Risk Assessments relating to work on the course and that the Ground Staff understand and follow them. A B Partnership are responsible for updating COSHH assessments but the Head Greenkeeper is responsible for advising A B Partnerships when any new chemicals or substances are introduced and that staff follow the procedures contained in the COSHH assessments. The Head Green Keeper is to ensure that the Ground Staff are provided with all the necessary protective equipment. It is the responsibility of the staff to wear the equipment for the tasks specified. Staff are only to undertake work for which the appropriate training has been provided. They must not undertake any work which they themselves consider to be unsafe.

Course Planner

The Golf Director and Golf Team are to maintain an accurate, quality course planner that will be printed on Scorecards.

Web Site

The Golf Director and Golf Team are to maintain comprehensive details of the course on the Club's web site

Course Maintenance Overview (Main Playing Season)

Area of Course	Cutting Frequency and machine used.	Cutting Height or Speed	Manpower Required	Weekly Manpower Required
Cut Greens	5 times a week Triflex 3420	3 to 4.5mm to achieve 8ft to 10ft on the "Stimp"	3 hours	15 hours
Cut Tees	Twice a week Triflex 3420	8 to 12mm	3 hours	6 hours
Divot Tees	Once a week various hand tools	N/A	4 hours	4 hours
Cut Aprons and Green Surrounds	Twice a week Triflex 3420	8 to 12mm	3 hours	6 hours
Cut Fairways	3 times a week Reelmaster 55210	18 to 20mm	8 hours	24 hours
Cut Semi-Rough	Once a week 3500 Sidewinder	32 to 38mm	8 hours	8 hours
Drainage Gully Banks and other steep banks.	Once every two weeks Flymo or Strimmer	N/A	20 hours	10 hours
Rough	Once a week 4300D Groundmaster	38 to 42mm	24 hours	24 hours
Cut Copses	Once every two weeks ZD326 Zero Turn	55 to 64mm	16 hours	8 hours
Change Holes	Twice a week hand tools	N/A	2 hours	4 hours
Hedges	Every 6 weeks. Hedge Trimmers	N/A	30 hours	5 hours
Bunker Raking	4 times a week hand tools.	N/A	3 hours	12 hours
Spray Greens	Once a week Boom Sprayer	N/A	3 hours	3 hours
Dew Brush Greens	Twice a week Dew Brush	N/A	2 hours	4 hours

Additional course work, as required, during playing season includes: -

Scarifying, coring and top-dressing greens.

Spraying to treat or prevent disease

Spraying to kill weeds.

Clearing ditches.

Strimming around hazard markers, tee yardage blocks, tree trunks etc.

Non-Course Activities

Machine maintenance.

Sharpening cutting units on mowers.

Maintaining records and other paperwork

Ordering equipment, fertilizer and chemicals.

Staff training and development

To be reviewed annually