

# THE GOLF CLUB SECRETARY

*Briefing and practical advice for golf club administrators*

## Protecting your Club

*Risk Management Advice from Bluefin Sport*

Whilst we all enjoyed watching the great spectacle that is the Ryder Cup at the end of last month, with the event viewed worldwide and receiving critical acclaim, there was unfortunately one shocking moment when a spectator was struck in the eye from a golf ball hit by American Brooks Koepka.

The spectator in question has since lost sight in her eye and after initial concern for her, thoughts for many golf club secretaries will understandably have turned to 'what are we doing to ensure we are protected in the event of a similar incident occurring?'. The Golf Club Secretary has sought expert advice from its insurance advisers, Bluefin Sport, on this topical matter.

### **Niddry Castle Incident**

A sensible place to start is by going back to 2007 at *Niddry Castle* golf club, an 18-hole parkland course in West Lothian. On this occasion, a golfer lost an eye following a stray shot hit by a fellow golfer. The case proceeded to litigation where the judge deemed the golfer, 70% liable for the incident, with *Niddry Castle* being liable for the remaining 30%. The reason for the golf club being 30% liable was due to its failure to place signs at appropriate places on the golf course.

The Club appealed this decision, and upon further review the verdict was overturned. A new ruling was issued finding it **80% liable** and the golfer 20%. To summarise, the golf club's '**failure to warn**' was deemed more significant and of greater magnitude than that of the golfer hitting a wayward shot.

### **What Protective Measures can be Implemented at a Club?**

The above case was significant at the time and is still talked about to this day. The team at Bluefin Sport has considerable experience in dealing with claims of this nature and always encourages clients to implement and continually monitor the following points to ensure they are protecting their business:

1. Never presume that all persons entering your course are knowledgeable on the etiquette, terminology and potential hazards associated with the game of golf.
2. Display warning signs around the course, where there are foreseeable risks. Such signage ensures that the golf club is making every effort to keep everyone on the course safe.
3. Carry out regular risk assessments of the course. These are an excellent method of identifying potential risks or hazards on the golf course. This is something which should form part of a golf club's day to day duties, and such risk assessments should be continually addressed, monitored and documented where necessary. It is also important to document any defects and the steps implemented to rectify these.
4. Encourage a culture whereby golfers report any wayward shots that may have caused injury or damage.

*Quote*  
OF THE MONTH

*A golfer needs a loving wife to whom he can describe the day's golf through the long evening.*

**P G WODEHOUSE**

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5. Update your accident report book for every incident, regardless of its severity. In addition, obtain witness statements and take photographs promptly. Claimants have three years from the date of the incident to bring a claim against the Club.
6. The training of all staff and volunteers should be 'fit for purpose', up to date and recorded.

The GCS would encourage all golf club secretaries/managers to review their existing insurance arrangements to ensure they are covered in the appropriate areas.

For further information, contact Bluefin Sport, tel: **0131 255 0340** or email: [golf@bluefinsport.co.uk](mailto:golf@bluefinsport.co.uk) 

## Sexual Harassment - What You Should Know as a Golf Club Manager



**NGCAA**  
NATIONAL GOLF CLUBS'  
ADVISORY ASSOCIATION

*Alistair Smith of the NGCAA provides information on this highly topical issue.*

The high profile #MeToo movement has been headline news for several months now, with scandals involving Harvey Weinstein and the recent criminal prosecution of Bill Cosby in the USA. In light of the #MeToo movement, we take a look at domestic legislation on harassment under the Equality Act 2010 and highlight some key areas for golf club managers.

The laws to prevent sexual harassment have been around for quite some time, but there is strong evidence of a dynamic cultural shift and that predatory sexual behaviour must be treated with zero tolerance in all golf clubs, institutions and workplaces. It seems rather bizarre to be making such a self-evident statement in the 21st Century - but the awful truth is that many women still experience unwanted attention from men in the workplace (and elsewhere) which can cause significant distress and which, in some cases, can result in expensive claims against Clubs and convictions for criminal sexual assault (note that the criminal law is outside of the scope of this article).

Golf club managers have the difficult task of monitoring both member and employee behaviour, very often having to carefully police the interaction between the two groups. From a legal perspective, it is worth highlighting that there has not been any significant change in the law to bring about a cultural shift. Harassment under the Equality Act 2010 occurs where there is:

"Unwanted conduct which has the 'purpose or **effect**' of:

- violating a person's dignity; or
- creating an intimidating, hostile, degrading, humiliating or offensive environment for the recipient".

It is extremely important to appreciate that the intention or motive of the perpetrator is irrelevant in terms of potential legal liability. The power (if that is the right word to use) to trigger an allegation and a claim for harassment (not only on the grounds of sex but also on the grounds of race, age, disability, transgender status, sexual orientation, religious and philosophical belief), rests with the recipient of the conduct or behaviour.

The key words in the definition are 'purpose' and 'effect'. It is irrelevant whether the perpetrator did not intend to cause offence (i.e. had no 'purpose' or 'intention' to cause offence). The

determinative issue is whether the 'effect' of the behaviour caused such offence and distress. That will be a matter of fact in each particular case based on the circumstances and reasonableness of the recipient's response to the alleged discriminatory conduct.

All golf clubs should make it clear in their employee and member policies that deal with Equality and Disciplinary & Grievances that any discriminatory conduct (including harassment) will be treated as a very serious issue, which could potentially result in summary dismissal (in the case of employees) or expulsion (in the case of members).

The law has not changed. Attitudes have changed. Standards of behaviour in terms of professional and respectful attitudes within the golf club and workplace must follow suit. It is often said that the law can be a blunt instrument and over-regulation can stifle traditional human interaction.

The prohibition on sexual harassment should not mean that humorous and affectionate behaviour would be absolutely prohibited but it is important to appreciate that there are boundaries which must be respected. The choice of each individual to engage in consensual flirtatious behaviour remains intact. However, where such behaviour is unwanted by the recipient then that is where all parties must be aware that there is a clear legal line in the sand which should not be crossed.

The extreme criminal sexual assault cases reported in relation to Harvey Weinstein and Bill Cosby are thankfully not reflected in the day to day experience of most golf clubs. But, the consequences of the potential abuse of power within the member/employee, member/member or employee/employee relationships where staff or members may be vulnerable to pressure or manipulation should be properly, carefully and respectfully managed.

In order to defend a claim of sexual harassment from an employee or a member, a golf club must show that they took all reasonable steps to prevent such unlawful behaviour from occurring. If a golf club cannot prove that it has taken such reasonable steps then it could be held vicariously liable jointly and severally for the discriminatory acts of its employees or members. Some practical steps which may assist a golf club's defence in this regard are:

- drafting and implementing policies which specifically refer to sexual harassment as being a gross misconduct/expulsion matter;
- making both employees and members aware of those policies and the standards of respectful behaviour required;
- providing effective training to all employees (and to members) as to what constitutes acceptable and unacceptable behaviour and how to deal with allegations which may arise;

- dealing effectively and robustly with any complaints raised;
- creating an inclusive and open culture which is respectful to all.

The Equalities and Human Rights Commission recently published a report entitled: *“Turning the tables: ending sexual harassment at work”* which may indicate that there is an appetite within government to strengthen the law on sexual harassment.

For advice on the law regarding sexual harassment or other legal matters affecting your golf club, contact: **Alistair Smith**, email: [alistair@ngcaa.co.uk](mailto:alistair@ngcaa.co.uk) 

## Prince’s Golf Club Open Week

Prince’s Golf Club in Kent played host to the Open Championship in 1932 – won by Gene Sarazen – and currently hosts Regional Qualifying for The Open Championship. It boasts 27 holes of championship quality links as well as accommodation and dining in its Lodge. The Club hosts a number of open events and each year runs ‘Open Week’ which involves five competitions over five days in early August.

Since bringing Golf Genius on board to assist the managing of all their corporate and open events General Manager, Robert McGuirk, hasn’t looked back: “Initially we were a bit sceptical of Golf Genius and what it could do, but after a presentation from Craig Higgs and talking with other Club managers who were employing the software we went for it and have been thrilled with the results.”

### Prince’s Open Week Schedule

Monday 6th August	Pairs Texas Scramble
Tuesday 7th August	Prince’s 27
Wednesday 8th August	Men’s and Ladies’ Stableford
Thursday 9th August	Pairs Betterball
Friday 10th August	18 Hole Stableford

One of the many benefits of Golf Genius is its ability to help Clubs offer something different with their open events, whilst making the running of these events more efficient and less taxing for the Club. The ability to co-ordinate almost any format, enables golf clubs to easily employ Golf Genius across the range of events they run for members, guests and corporate customers. Integration with other software platforms allows rosters and CDH numbers to be seamlessly pulled into the event.



Princes Clubhouse.

## Less Work Running your Open Events – It’s Genius!

“Using Golf Genius saves our staff an enormous amount of time and makes managing the tournament a lot easier,” says McGuirk. The *Prince’s* Professional team staff would have had to process in excess of 400 scorecards and results from Open Week prior to using Golf Genius. Taking payment direct through the app has reduced stress for the Club and helped it get past the bottleneck of registration. The presentation of the app, website and printed materials is very user friendly. Clubs can quickly and simply import logos into corporate events and *Prince’s* has seen this as another reason helping them take repeat bookings year on year.

*Prince’s* Open Week comprises five events with very different formats and scoring systems, but as the Club has found, Golf Genius takes it all in its stride. Having a software platform that easily manages scoring for a wide range of formats is essential for this week. *Prince’s* 27 is a pairs event made up of one round of Greensomes, one round of Foursomes and one Fourball round over the three nines here, which can make scoring tricky, but Golf Genius calculates the scores for a lot of time saving the staff. Managing the week can be difficult with roughly 100 guests at the Club at any one time; however directing golfers to the Golf Genius app keeps them organised and informed with all the details about timings, tee times, results and much more. An area which McGuirk has been particularly impressed by is the customer service: “The support is incredible; the team can talk



you through the set-up of any event and always respond to our enquiries quickly and efficiently.” The company is committed to a 10-minute response time to answer customer support enquiries with its dedicated support personnel.

Craig Higgs, Director of International Sales for Golf Genius Software spent some time at the Club during the week and was impressed by what he saw: “*Prince’s* is one of the best implementations we’ve seen of the open opportunity available to Clubs. The running of the events was top drawer from start to finish and it’s a pleasure to be associated with the Club.”

For Clubs interested in a demonstration or free trial of Golf Genius’ software visit: [www.golfgenius.com/international](http://www.golfgenius.com/international) 

## Out of the Rough



*Secretary/managers at the top of their game pass on their experiences.*

**Karen Drake** is the Managing Secretary at **Burnham & Berrow Golf Club, Somerset.**

**A**round 20 years ago, Karen moved from the world of banking to the world of golf club management at *Weston-super-Mare*, when she took on the role of assistant secretary at the Club in the famous Somerset seaside town.

Having quickly progressed in to the manager’s role, she went on to spend 15 years there before applying for the managing secretary’s role at highly rated *Burnham and Berrow* ten miles down the Somerset coast, when Michael Blight announced his retirement around five years ago.

Here, Karen reflects on her career, and what it’s like to be at the helm of a Club whose Championship links is currently ranked

the finest in the south-west in one set of rankings, and which also boasts a fine nine-hole course...

### How did you come to arrive as managing secretary at *Burnham and Berrow*?

I saw the Club as being the pinnacle within our area in terms of a managerial position and knew that Michael Blight was likely to retire at some point. I had quite an ambition to work here, although if I’m honest, I didn’t really have the confidence to know I would ever be lucky enough to get the position. Coincidentally, I’d applied for another job but then got a phone call to say they’d decided to withdraw the position as the manager had been reinstated. That was the same day I found out that Michael had handed his notice in, so it was quite an opportune moment for me.

### What are the key skills required at a traditional Club like *Burnham and Berrow* and are those skills changing as times change?

I could actually give you an A4 list, but I would say the most important is being able to converse with, and manage the expectations of, the members, especially in a traditional Club where it is all about the members. You’re trying to ensure that members are given priority, but you do also have the balance of attracting the visitor income because the one supports the other. That’s no different here at *Burnham* than at any other Club.





**What percentage of the role is maintaining the status quo and what percentage making sure progress is being made?**

It's hard to say really because a lot of the job is about all the legislative matters. I think it's important for golf club managers to make themselves aware of the outside influences and also the legislation and business matters. Technically, that is the job. But we know that in the reality of that, much of what you do is engaging with the members and understanding their needs. When I first came to the Club I was quite conscious that other managers I know have gone to Clubs and made so many changes that haven't always gone down well, so it was important to learn and observe and understand the culture of the Club.

**Has part of your brief been to drive the Club forwards in any way?**

The biggest thing that was made quite clear at my interview was that they were looking for somebody who could market the Club, and they also wanted somebody who would be approachable to the members.

**You're not an avid golfer - is that a hindrance or an advantage?**

I do play golf, and I do have a handicap and play in competitions, but I'm not a serious golfer. I think it can be an advantage, but you do have to have an understanding of the sport, and you have to appreciate the passion for the game that the members have.

**How easy is it taking on a management role in what has, historically, been a male-dominated environment?**

I see that there are more and more females taking up the role - that's quite visible. I think Clubs are more inclined to be

open-minded about who they select nowadays, and there's a willingness to ensure that everybody gets an equal opportunity to put themselves forward. However, I do see that the females I know in the role and the males I know in the role do quite different jobs. It's quite a different atmosphere in a Club managed by a male compared to a female, and all the events I attend as a manager of a golf club are still heavily dominated by male managers rather than female managers. While I've seen quite a few female managers taking up the position, they don't seem to get quite as involved in the outside industry. That's quite sad because I think it's very important to be involved in more than just your Club, otherwise you can be quite insular and not aware of what else is going on in the industry and at other Clubs.

**What are the main changes you have implemented at Burnham and Berrow?**

The biggest change was to the membership system as soon as I arrived, and I think it was quite useful to the recruiting panel that I already knew the system they were installing. However, I was having to set up the whole system from scratch from a paper-based diary that I wasn't familiar with. That was a massive task because I was putting competitions and various things in to a diary that I had no idea had certain requirements - i.e. always played on Good Friday and things like that. I would say that was the biggest change - the move to a more electronic way of managing the operation for both members and visitors.

**You have a wide variety of membership options - how important do you think that is these days?**

We have quite a catchment for country members, and I think it's very, very important to have a range of options. I would

suggest that if Clubs don't manage those greater options, then they will struggle. We don't offer a flexible membership here as some Clubs do, and that's because we don't need to as we've got a healthy membership. We have a limit to the number of members in each category, which we've reached, but that can be quite difficult to manage too, because I'm having to deny people the opportunity to come and join the Club.

#### **You offer a separate membership for the Channel course – how successful is that?**

Very successful. We did a recruitment drive a couple of years ago and encouraged a lot of people to join independently on the Channel course and that's created a great atmosphere and lots more people. We had a lot of people who used to come on a season ticket arrangement for either the summer or winter, but they didn't really get involved in Club life. By encouraging a membership with a very good introductory offer, we've now got over 100 members on the Channel course. The Club here does a considerable amount, in my opinion, to encourage ladies.

The nature of the Championship course lends itself to ladies who have lower handicaps, which can make it quite difficult to attract ladies to the Club, but by having the Channel course membership, we have addressed that. Over 50% of the members on the Channel course are female.

#### **What does hosting an event like a GCS Open qualifier mean to the Club?**

It attracts other golf club secretaries to come and see what we've got here. I don't know if it does anything in terms of marketing as such, but it does show the support I get from the board of directors to allow my golf club manager colleagues to come and see what we have here. The Club is progressive, and very conscious that it needs to be, to maintain its prestige and the quality of the course. They're prepared to invest quite considerably in the golf course to future-proof it. While we look back at the history here, we actually look forward more to ensure that we continue to progress. That's easy to say, but not always quite so easy to put into practice. **GCS**

## ON COURSE

THE  
GCS

## Unlocking the Financial Value of Non-Essential Property Assets at Golf Clubs

*By chartered surveyor and golf property adviser, Mark Smith of Smith Leisure.*

**T**hese days external structural forces are putting pressure on the financial sustainability of many Clubs. I think the main one is the UK golf market moving from the late 1980s' position of pent-up golfer demand to today's general situation of golf course supply exceeding golfer demand.

The current position is evident by many Clubs struggling to maintain membership numbers and the price discounts offered to encourage golfer participation. This has happened despite much hard work done by individual Clubs and the game's governing/umbrella bodies to improve golfer demand.

The problem with years of trading at break-even, or losses, is a lack of surplus funds from normal Club activities to reinvest to keep the Club physically 'fit for purpose' to attract good, sustainable levels of future business.

A possible solution is to consider unlocking financial value from any property assets that a Club may have which are not critical to future golfing needs.

The most obvious 'big money generator' is selling some (or even all) of the Club for housing development and I use this option as an example. However, the principles involved tend to apply similarly for other projects, such as converting unused clubhouse space into office accommodation to let to third parties.

Three key questions concerning housing development are: what area might be available for development, can we get planning permission, and do we need accommodating works? There are also internal issues, such as whether the Club's members will support the idea.

Accommodating works mean building new holes if some are taken or relocating the existing clubhouse, if sold for residential development. The extreme is relocating the entire Club.

Usually it is easy for Clubs to identify potential physical areas for housing development and likely accommodating works. The most critical factor, however, is the odds for obtaining planning permission.

Getting planning permission is key. The process needs careful handling to maximise the chances of success. It is usually important to employ the services of a good planning consultant plus architect and other specialists as needed (say for landscape, ecology or highways issues), to get the desired result.

This can be expensive for Clubs to afford upfront with no guarantee of planning approval. Sometimes it makes sense to pre-agree a deal with a developer/housing land promoter who bears these costs at their risk but, in return, they will want a higher percentage of the development value, if permission is granted.

Planning law requires that planning applications should be determined in accordance with the local planning authority's published 'local development plan'. The plan is shaped to follow national planning policies. For England, this is the National Planning Policy Framework ('NPPF', updated in July 2018).

The NPPF's role is to promote 'sustainable development'. Broadly, this means meeting the needs of our present generation without compromising the ability of future generations to meet their own needs.

The planning system has three overarching objectives, which are interdependent, to achieve sustainable development. They are: economic (to build a strong economy), social (to support vibrant and healthy communities) and environmental (to protect and enhance the natural, built and historic environment).

The NPPF stipulates a presumption in favour of sustainable development. Thus, a golf club wanting to pursue housing (or indeed any form of development) needs to demonstrate sustainable development in the planning case it puts forward. If it cannot then the planning application will most likely be refused.

The local development plans set out carefully worded 'policies' and in many cases apply specific 'designations' to areas of land within the plan. These policies generally reflect national policies which are then tailored to relevant local needs and circumstances. Many golf clubs fall within the national planning designation of 'Green Belt', which is there for the protection of land from urban sprawl.

An important and helpful policy in the latest NPPF for golf clubs is its paragraph 83 which states, amongst other things, that *'planning policies and decisions should enable ... the sustainable growth and expansion of all types of business in rural areas, both through conversion of existing buildings and well-designed new buildings ... and sustainable rural tourism and leisure developments which respect the character of the countryside'*.

There are two ways to pursue housing at a golf club. The first is to submit a planning application for the scheme. The local planning authority then considers the application against all the relevant planning policies. It is often a 'judgement call' on whether or not to grant permission because typically some planning policies are supportive and some are not.

If a planning application is refused then the local planning authority must specifically list the reasons for refusal and they must be planning policy related. The applicant then has a right to appeal the decision to a government planning inspector. The appeal should focus on cogently arguing why the local planning authority's 'judgement call' was misguided and that planning permission should be given by the inspector.

Depending on the complexity of the case, appeals can be by simple written representations or by a hearing with representations by counsel, instructing lawyers and teams of professional experts.

The second route to housing development is more long-term and strategic. It is to get all or parts of a golf club 'designated' as an area for future housing development in an 'emerging' local development plan.

Local planning authorities must update their local development plans over time to keep them relevant. Typically, they have a shelf life of 10 to 15 years.

It takes time and numerous procedural steps (including public consultation) before a new local development plan is formally adopted for planning policy decision-making. It therefore 'emerges' over time. The closer the emerging plan gets to adoption, the more weight it has in planning decisions.

The UK's housing shortage is well known. The Government wants more housebuilding and the NPPF encourages this by directing local planning authorities to promote a deliverable five year land supply for housing within their local development plans.

During the emerging plan process, property owners (including golf clubs if they so wish) can promote their land for future housing 'designation'. The local planning authority then considers the sites and ranks them for sustainable development. The best sites may then get 'designated' in the new plan.

Many local authorities have not got a five year land supply for deliverable new housing. This has led to many speculative planning applications for large-scale residential development to meet the national housing objectives.

The promoters' gameplan is that even if the local planning authority refuses their application, permission may be granted at appeal by a government planning inspector on the strength of housing need. It is often a 'high stakes game', as large-scale planning permission for residential development can be worth tens of millions of pounds or more. However, if planning is refused the abortive costs can also be very high. Therefore, such strategies tend to be led by the bigger housebuilders or wealthy property investors.

The lack of a five year housing land supply does provide golf clubs with good opportunities to pursue a housing development now (small or large scale) at their course, particularly if there is a good economic argument as well.

Two of the overarching objectives of the NPPF are economic and social causes. A golf club is usually perceived, in planning terms, as an asset to the community to promote wellbeing (social) and if it is under threat of closure (economic), one can sometimes build a case for an enabling housing development, as a boost to its economic sustainability, if the funds generated are reinvested into the Club to improve it.

The third overarching objective of the NPPF (environmental sustainability which includes historic buildings) can also sometimes come into play in useful ways. I recently assisted a golf club that had a grade II listed mansion house clubhouse which was falling into disrepair. The Club could not afford to renovate it from normal trading activities and so we promoted the need for allowing some housing development on the course to provide the funds to renovate the building.

In conclusion, housing development can be very helpful for a golf club in raising funds for improvement projects. The key question is the likelihood of getting planning permission and this needs a considered look at the particular Town & Country planning circumstances for that Club.

For further information or advice email: [Mark Smith at mark@smithleisure.com](mailto:Mark Smith at mark@smithleisure.com) or tel: 07951 587303. 



# NOTICEBOARD

## Golf Backed to Tackle Physical Inactivity

A global consensus amongst leaders in public health, public policy and sport backs golf in the race to tackle physical inactivity and the prevention of a range of non-communicable diseases (NCD) including heart disease, stroke, diabetes and cancer of the breast and colon.

Evidence linking golf and health, commissioned by the World Golf Foundation and supported by **The R&A**, has been presented recently in London at the seventh Congress of the International Society for Physical Activity and Health (ISPAH). The biennial scientific meeting is widely regarded as the world's flagship physical activity and public health event attended by more than 1,000 delegates from 60 countries.

Recognition that playing golf has significant physical health and wellness benefits and can provide moderate intensity physical activity to people of all ages, comes just months after the World Health Organization (WHO) published its Global Action Plan for Physical Activity.

The Global Action Plan targets one in four adults, and four out of five adolescents (11-17 years) who are insufficiently active, and charts how countries can reduce physical inactivity in adults and adolescents by 15% through 2030.

## Stay Active

**Martin Slumbers**, Chief Executive of The R&A, said: "Golf is working hard to encourage more people into the sport who will realise its many health benefits. With 60 million golfers spanning six continents, golf has found common purpose in working with public health practitioners and policymakers to optimise the health benefits of playing the sport".

## Global Action Plan

Professor Fiona Bull, WHO Programme Manager, Non-Communicable Disease Prevention, said: "NCD is responsible for nearly three quarters of all premature deaths globally, including 15 million deaths per year in people aged 30 to 70 years.

"The new WHO global action plan and the implementation toolkit 'ACTIVE' aims to help all countries improve the environments and the opportunities for all people to be more active. Golf is a popular sport for men and women and it is great to see golf's global leadership recognising health priorities and identifying ways golf can be more accessible to more people. I took up golf in my 30's but thought it was a very technical, expensive and elitist sport.

"Thankfully, a six week 'come and try course' showed me how easy it was to enjoy golf as a beginner and how active playing nine holes can be! I am looking forward to seeing how golf can attract many more girls and women to enjoy the sport and be more active and healthy".

## Research

The scientific consensus for golf is evidenced in research led by the University of Edinburgh and published in the British Journal of Sports Medicine. Findings reveal that playing golf is associated with a range of physical and mental health benefits, and further collaborative efforts to improve access for the sport are needed.

New studies are underway to discover if playing golf improves strength and balance, contributing to a key public health goal of fall prevention in healthy ageing and into conditions such as dementia and Parkinson's disease.

## Greenkeepers Training Committee Update

The Greenkeepers Training Committee (GTC) has released a revised set of best practice learning materials for all levels of student greenkeepers.

Although originally inspired as the underpinning knowledge for the Level 2 qualification, the GTC Board of Directors and the Employer Group championed the revision of the copyright Learning Materials.

These will be made available not only to learners undertaking the Level 2 Greenkeeping qualification, but will also be available to all golf clubs to be used as best practice.

Prepared by industry specialists and based upon best principles and practices for golf course maintenance and management, the copyright materials are divided into eight chapters, ranging from health and safety, golf course preparation and maintenance to preparing a tractor with attachments.

The 327-page publication is available to purchase in digital format to anyone through the GTC's shop for £150. For further information, visit: [www.the-gtc.co.uk/shop/](http://www.the-gtc.co.uk/shop/)

All GTC Quality Approved Centres will receive a copy of the Learning Materials, for use with all sports turf students on the various greenkeeping courses.

*For further information on the GTC's Learning Materials, tel: GTC Administrator Emma Willis on 01347 838640 or email: [emma@the-gtc.co.uk](mailto:emma@the-gtc.co.uk)*

## BTME 2019

Continue to Learn at BTME 2019 takes place from Sunday 20 - Wednesday 23 January 2019 at the Harrogate Convention Centre. Details are not yet available.

## Opening times for BTME 2019:

Tuesday 22 January	9am-5pm
Wednesday 23 January	9am-5pm
Thursday 24 January	9am-2.30pm

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COMING SOON

Rules of Golf Explanation