

**THORNTON GOLF CLUB**

**COURSE POLICY DOCUMENT**

*December 2005*

# THORNTON GOLF CLUB

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### DECEMBER 2005

#### PART ONE --- OBJECTIVES AND RESPONSIBILITIES

##### 1.PURPOSE

The purpose of this document is to set out the principles for the management of the Golf Course at Thornton Golf Club.

The aim is to ensure continuity and consistency in the management of the golf course and the elimination of short-term expedient measures which can have a long lasting detrimental impact. This is important in a members club where the composition of the Executive Committee can change regularly.

Any future proposed changes will not be introduced without full consultation between the Executive Committee and the members.

Any amendments to the policy document will be recorded in an Executive Committee Minute as "Amendment to the Course Policy Document" and will be submitted to the subsequent Annual General Meeting of the members for ratification. All amendments will appear on the Annual General Meeting agenda as individual motions containing the same wording as that to be inserted in the amended course policy document.

##### 2.

##### OVERVIEW

The Royal and Ancient Golf Club of St Andrews and the Golf Unions support the evidence that more forward thinking clubs are streamlining their management structures.

The successful implementation of a Course Policy Document is more likely if the Executive Committee takes a collective responsibility for Golf Course Policy and appoints one person to communicate and liaise with the Head Greenkeeper. It is also vital that the Greens Convener understands where his role finishes and that of the Head Greenkeeper starts.

Input and advice from Greens Committee members and others will remain a valuable practice. While the Greens Convener will remain solely responsible for the execution of the Club's Course Policy ultimately the Executive Committee is responsible for its management.

***The golf course should be the main focus of the Club's strategic planning. The adoption of a Course Policy Document should be a valuable tool in assisting the Executive Committee to meet the very high expectations of today's golfers.***

##### ***3.HISTORY***

Thornton Golf Club was inaugurated on the 17<sup>th</sup> June 1921 and in its formative years played on a site at Mid-Strathore Farm to the west of the village before moving to the present location in 1925.

Thornton golf course is located on a 91acre site that was formerly part of Balgonie Estate. The course is enclosed by water on three sides as it lies between the River Ore on the southern and eastern

perimeters of the course and the Lochty Burn on the northern perimeter. The confluence of the two waterflows lies a mere wedge shot to the north-east of the course just beyond the 13<sup>th</sup> green.

As a result of the 1939-1945 war part of the course was required for agriculture and was reduced to 6 holes. After the war various alterations were made to the course. The last amendment to the nine hole course took place in 1956 when new 8<sup>th</sup> and 9<sup>th</sup> holes were introduced. The then new 8<sup>th</sup> hole (Hutton's Gap) is now the 15<sup>th</sup> hole in the current layout. The old 9<sup>th</sup> hole set out from the disused tee which is seen just above the 15<sup>th</sup> green and was played to the present 7<sup>th</sup> green.

Prior to 1953 the former London and North Eastern Railway branch line between Thornton Junction and Methil traversed a route across the course between what is now the 18<sup>th</sup> green and the 17<sup>th</sup> tee. Some of the land to the south and west of this line was marsh.

In 1969 the Club purchased this parcel of land from British Railways. Much of it consisted of ground that required to be made up before the new holes could be created for the course extension. The sunken marshy ground needed to be excavated initially, then filled in and regraded to the required levels to form parts of the 1<sup>st</sup>, 2<sup>nd</sup> and 18<sup>th</sup> fairways. Drainage work on these fairways and on the main drain leading from that area to the river outlet was a critical operation because there is little or no gradient between the low point on the 1<sup>st</sup> fairway and the river outlet. Work on the extension took place between September 1972 and early 1975. The contract was carried out by Fife County Council Parks Department who despite having no previous experience in tackling such a project, successfully completed the work.

The Club was assisted financially by the provision of grants from the Scottish Sports Council, and the two local authorities, Fife County and Kirkcaldy District Councils.

The new nine holes opened for play briefly in 1975.

In July 1976 the 18 hole course opened for play.

Since then various modifications have been made to the course. Initially the 16<sup>th</sup> hole measured 376 yards and was played from a tee situated near the 13<sup>th</sup> medal tee. For safety reasons the hole was reduced in length in 1984 and a new location for the tee was introduced alongside the river.

Because the original greens were low-lying and suffered severely in conditions of flooding or frost the 18<sup>th</sup> green, then the 5<sup>th</sup> and 17<sup>th</sup> greens were raised and rebuilt between 1982 and 1989.

In 1976 the tees on both nines of the course were rather small.

Extensive enlargements have been carried out progressively over the years so that the teeing space has quadrupled to over 6,000 square yards.

Various bunker arrangements have been added or amended.

While there were no trees anywhere on the golf course around 1960, significant planting in the ensuing years and an ongoing landscape maintenance programme have produced a tree-lined, parkland type golf course.

#### **4. ROLES AND RESPONSIBILITIES**

##### **THE EXECUTIVE COMMITTEE**

The Executive Committee in consultation with the Head Greenkeeper through the Greens Convener and with the advice of any appointed professional adviser, for example an independent agronomist, is responsible for the management of Thornton Golf Course in all its aspects.

The Executive Committee has a direct responsibility, indeed an absolute obligation to ensure the implementation of all strategic planning (1-10 years).

Strategic Planning will include

- (a) the adoption and review of the Course Policy Document.
- (b) an ongoing review of the capital plan for machinery replacement.
- (c) an ongoing review of the long term plans for the course.

The Executive Committee, in consultation with the Head Greenkeeper, has a responsibility to produce annually a rolling tactical plan for years 1 to 5.

The tactical plan will include, approval of the annual greens budget, the annual wage and salary review for staff and an ongoing review of the immediate or short term plans for the course.

Having due regard to the overall financial requirements of the Club the Executive Committee should ensure that the Head Greenkeeper has the resources (staff, equipment and consumables) to meet the aspirations and obligations set out in the Course Policy Document.

### **THE HEAD GREENKEEPER**

The Head Greenkeeper is responsible for the detailed management of the golf course including budgeting, expenditure control, machinery maintenance, irrigation and drainage maintenance, keeping schedules and records and the supervision, education and discipline of staff. He is responsible for the allocation of daily tasks.

He has an obligation to ensure compliance with the Club's safety policy including the safe storage of fertilisers and chemicals.

He should have a rolling tactical plan in place responding to previously agreed policy and covering the ensuing one year period.

In March of each year he will produce records showing expenditure on and the performance of each machine in the Club's inventory along with reports highlighting any problems that have occurred during the previous twelve months. This will lead to the preparation of a spending budget for the next financial year commencing October 1. The submission of proposals for machinery replacement should be in line with the rolling 5 year plan.

In July of each year he will produce a 'revenue' budget for the next financial year, that is, a budget for all operations on the golf course including the purchase of fertilisers, chemicals, sand, top-dressings etc. This budget will be agreed by the Greens Convener during August before being submitted to the Treasurer on September 1

Once a month he will provide for the Greens Convener a written report on developments and proposals for course management.

The Head Greenkeeper has a responsibility for the detailed implementation of the Course Policy Document and to review the use of any new technical developments in the discipline of greenkeeping that may be relevant to achieving his objectives.

### **THE GREENS CONVENER**

The Greens Convener acts as a liaison between the Head Greenkeeper and the Executive Committee. His role is one of support and monitoring. His main function is to ensure that the key requirements of the Course Policy Document are implemented with the objective that the course is

presented in the best possible condition. He should oversee the maintenance and presentation of the course to ensure that the expected standards are achieved and agreed policy is implemented.

He should ensure that, as far as possible, specific tasks identified as a result of specialist advice from an agronomist are implemented within the recommended timescale.

To achieve objectives, the Greens Convener should implement the following:-

1. He should have periodic meetings with the Head Greenkeeper to agree programmes in line with the Course Policy Document. From time to time he should meet with the Head Greenkeeper to review progress, to listen and discuss any problems and concerns that there may be. With the Head Greenkeeper he should identify and chart any training needs for staff.
2. With the Head Greenkeeper he should agree the annual capital budget and the annual budget proposals for day to day operations.
3. With the Head Greenkeeper he should monitor on a monthly basis 'greens' expenditure against budget and investigate any variances.
4. He should ensure that policies relating to course protection measures are consistently applied.
5. With the Head Greenkeeper he should oversee the implementation of the 'rolling' course improvement programme after authorisation by the Club.
6. He should report monthly to the Executive Committee on matters affecting the course and its management. When submitting reports he should remain impartial and report the facts.
7. When required he should ensure that members are kept informed of developments by the issue of course bulletins.

#### **MEMBERS, THEIR GUESTS AND VISITORS**

It is the responsibility of all Members, their guests and visitors at Thornton Golf Club to take every possible care of the course. This will include repairing all damage imposed on to playing surfaces, eg. pitch mark repair, divot replacement where possible and the raking of bunkers after play, obeying instructions regarding traffic management notices and accepting all decisions made with regard to course usage.

It is imperative that golfers consider others and help promote and implement the objectives of this document.

## 5. OBJECTIVES

This is a ten year plan. The objectives of this policy document will alter over the years as targets are met and new aspirations appear. The following primary objectives are :-

1. To provide the members with year round golf while playing from grass teeing grounds and on the main rather than temporary greens during winter months. This policy will be adhered to provided it is not to the detriment of the long term health and condition of the golf course (Section 9)
2. To ensure that the course is managed, maintained and presented in the best possible manner with particular emphasis on the provision of firm and true greens during the main playing season. (Section 9)
3. To continue to implement the phased drainage programme until every fairway is free draining (Section 11)
4. To maintain an adequate machinery replacement programme and ensure that there is an efficient preventative maintenance programme in operation.(Section 15)
5. To continue a programme of improvements and enhancements to the golf course.(Section 14)
6. To attain a course Standard Scratch Score of 70 rather than 69 as at present (where in the future, par and the Standard Scratch Score will be one and the same.)(Section 14)
7. To maintain and enhance the design of each hole by ensuring the continuation of a managed landscaping policy (Section 12)

## 6.STAFF

The agreed staffing level is as follows

Head Greenkeeper  
First Assistant Greenkeeper  
Greenkeeper  
Trainee / Apprentice Greenkeepers --- 2  
Temporary Greenkeeper --- for part of the year

Total is 5 and ½

An exercise to determine the optimum number of staff will be repeated every three years or as deemed necessary.

Thornton Golf Club has a commitment towards greenkeeping training and will actively encourage its employees to take part in maximising their individual abilities. Greenkeepers are expected to develop their vocational qualifications.

All staff must be trained and be competent for the tasks they are required to perform. Use should be made of the training manuals produced by the Greenkeepers Training Committee. Records of training and competency must be kept. Training needs should be reviewed at least annually.

Within reason, qualified staff should be encouraged to attend lectures, demonstrations and seminars on greenkeeping matters where these are considered to be of potential benefit to the Club or the personal development of the staff.

Members of staff are encouraged to be members of the British and International Greenkeepers Association (BIGGA).

## **7. FINANCIAL RESOURCES**

The Executive Committee will commit to the allocation of sufficient Golf Club funds to achieve the policies set out in this document.

- (a) An annual budget will be advanced to meet the wages and salaries of the numbers of greenkeeping staff previously agreed and committed.
- (b) A budget will be agreed annually in advance for the maintenance of machinery and the purchase of all the materials and consumables required to maintain the course.
- (c) A level of expenditure will be agreed at least two financial years in advance which appropriately allows the Club to renew machinery and equipment to permit the Head Greenkeeper to meet the standards laid down in the Course Policy Document. A ten year machinery replacement programme will be updated annually.
- (d) An allocation of Capital will be agreed which is appropriate to commit towards the completion of a development programme. Sums allocated will be within what the Club can comfortably afford to complete the programme.

## PART TWO --- THE GOLF COURSE

### 8.FOUNDATIONS

Thornton Golf Course is a parkland course which has been developed on mainly arable land. The course soil classification is clay overlaying a clay substructure. This soil medium cannot withstand wet conditions.

***The underlying strata presents a permanent “surface water” drainage problem as water “perches” on top of the impermeable sub-soil strata which is often only 12 to 18 inches (300-450 mm) below the surface of the ground.***

The predominantly occurring grass on the course is Annual meadow grass (*Poa annua*). The greens on the original nine holes were not prepared in any structured way but were simply cut on their original positions. Of the greens prepared in 1973 and 1974 at the time of the extension to 18 holes greens 1 to 4, 6 and 16 have also little or no prepared base. ***None of the greens on the course or the grasses they contain could therefore stand year round heavy usage without a sustained greens management strategy.***

An irrigation system for the greens was introduced in 1977. Pumped water has been available on the tees since 2000.

At that time new electrical controls and wiring needed to be installed to the original greens irrigation system which was extended to allow water to be installed to the tees at the same time.

### 9.GOLF COURSE MAINTENANCE

#### 9.1 GREENS

##### OBJECTIVE

**- To provide during the main golfing season, firm and true greens which will hold a well struck shot played from a closely mown area.**

This will be achieved by designating the maintenance of the greens the top priority function in order to obtain high quality turf. The maintenance programme includes the use of fertilisers, pesticides, top-dressings and a variety of aeration procedures, all of which require judicious use.

Historically, the greens at Thornton have been difficult to maintain at a high standard for other than periods during the summer. Because they do not have a structured base and the predominant grass is Annual meadow grass it is not possible to maintain firm and true surfaces for long periods.

Predominantly, in periods of rainfall and in winter they are wet and soggy. However, from 1980 onwards, with the use of improved greens machinery, during most summers, given reasonable weather the greens have been 'managed' excellently by several Head Greenkeepers.

Prior to the introduction of the annual use of the Wiedenmann deep aerator in 1996 the greens wintered poorly, were bare and bumpy in the spring and did not improve until mid May or later. In recent years there have been signs that healthier, firmer surfaces are being produced for longer each year. Because of the structure of the greens at Thornton there is little or no drainage. Verti-draining helps to improve the drainage, combats compaction and creates the conditions to allow healthy deep-rooted grasses to grow. Hollow coring helps to remove the thatch layer that harbours disease, impedes drainage and is the cause of soft greens. Regular top dressing aids the development of firm true surfaces. ***Without a sustained management strategy the greens would not withstand the increased heavy usage all year.***

Annual meadow grass is the predominant species on all of the greens. There is a very small proportion of bent grass (*Agrostis* spp.) Any coarser grasses are refined and offer little detriment to uniformity. Annual meadow grass can be a very shallow rooting grass. The policy is to introduce finer grasses - bents and fescues – by a programme of annual overseeding. This is a slow process but these grasses will improve the composition of the sward, prove to be more resistant to disease and are more reliable under stress.

There is a thatch layer of decayed grass stems and roots measuring 20 mm (3/4 inch) lying on top of the soil and immediately beneath the surface of the greens. This causes the greens to be soft, prone to disease and badly inhibits drainage.

A long term programme of hollow coring, top-dressing and aeration is required to remove this thatch layer and remedy compaction.

Currently, at least 120 tonnes of top-dressing are applied through the season. Benefits are derived from dressing the greens every 2 weeks during periods of good growth. Verti-cutting will occur regularly through the season to refine the sward texture and minimise further thatch accumulation. Light scarification in spring and deep scarification after hollow coring in the autumn are recommended procedures for the immediate future.

Continued Verti-draining is needed to relieve compacted subsoil.

The annual programme of Verti-draining which was started in 1991 and was repeated in 1992 but was discontinued until 1996 is the essential treatment to relieve compacted sub-soil. The procedure has been implemented every autumn since 1996 except in 2002. Various tining procedures must be used throughout the summer as well as the other seasons in order to aerate the soil, to improve moisture penetration and encourage healthy grass growth.

Normally, fertilisers will be kept within a recommended annual application of 8-12g N per square metre and only applied as and when required. As a general rule the greens will not be fed if it is felt that they can do without.

As part of a disease management programme the use of pesticides is often necessary. The careful and judicious use of chemicals as part of an integrated disease control programme is deemed to be acceptable.

The height of cut on the greens is the responsibility of the Head Greenkeeper and depends on his reading of a variety of factors including overall turf health, current and future weather conditions, forthcoming competitions etc. It will be his underlying objective to build in the potential to be able to produce very high standards of putting surface for short periods at intervals through the summer months. He will wish to promote a good level of consistency between greens on a daily basis. The above will be achieved by promoting firm and dry surfaces. Soft, holding surfaces are to be wholly discouraged.

Cutting heights have normally varied from 4 mm in summer to 7 mm in winter. Heights have been reduced for short periods to 3 mm but only when grass is growing vigorously and normally for no more than a few days at a time. It is not reasonable for members to expect greens to be cut low for weeks on end as grass cannot tolerate such stressful treatment over an extended period. In his autumn 2004 report, the STRI agronomist, Dr. Simon Watson B.Sc. (Hons) recommended a summer height of cut at 4mm as appropriate while lowering the winter height of cut to 6mm. Keeping the summer and winter heights of cut closer together in this manner will improve year round sward texture.

Greens mowing will be completed with pedestrian machines through the growing season as often as this is practical

The frequency with which holes are changed is often a topic that generates debate among members. New holes should be cut at least twice a week while at least three times is desirable. Under normal circumstances it should be the expectation that new holes will be cut for each competition. In the event of unfavourable weather being forecast holes should be positioned on higher ground. There is no rule of golf regarding hole locations and a particular hole location cannot be declared illegal. However holes should always be cut to produce a fair result. At Thornton a hole should be located at least 3 yards from

any edge of a green and should have a two to three feet radius of reasonably uniform surface around it. However, holes may be located on the periphery of the greens during winter months.

While it would be ideal if the greens could be in use all year, the climate frequently produces ground conditions that do not permit this.

The primary objective is to provide firm and true greens during the main golfing season so there will be periods in unsatisfactory ground conditions when the greens are protected and temporary greens are used.

## **9.2 THE GREENS SURROUNDS OR COLLARS**

**OBJECTIVE - To provide areas that are similar (but less intensively maintained) to that of the putting surfaces.**

The greens surrounds shall be maintained to provide a smooth well presented transition from approach to putting green. Banks and mounds within the green surround shall be attractively presented without promoting scalping, drought or wear stress.

The golfer should be able to putt or chip a shot from the surrounds which must (wherever possible) extend at least one and preferably two mowers width from the perimeter of the green keeping to the same contours defined by the existing green shape.

Cutting heights will vary from 8 mm to 10 mm.

Verti-cutting and scarification will be necessary to avoid broad leaf grasses dominating. Aeration will be achieved by slit tining. It is intended to extend the coring regime to the surrounds.

## **9.3 APPROACHES**

**OBJECTIVE - To provide areas of turf whose quality should be of a calibre intermediate to the surrounds and the fairway.**

This area may extend up to 40 metres in front of a green and is where mainly chip or run up shots will be played. Although of a lesser quality than the surrounds these areas will still be intensively managed to produce a dense turf providing firm and dry surfaces to facilitate a wide variety of approach play. Cutting heights will vary from 10 mm to 12 mm.

## **9.4 - TEES**

**OBJECTIVE - To provide during the main golfing season firm level surfaces and in winter, tees that will withstand wear to the extent that play will be possible from them for the greatest length of time.**

This will be achieved by making the maintenance of teeing grounds a high priority.

The teeing surfaces generally support a good cover of grass, predominantly perennial ryegrass. In order to refine and retain this sward texture, mowing frequencies and verticutting treatments need to be increased.

While Verti-draining has been carried out annually in recent years, the practice of hollow coring and top-dressing the tees has not been but is also now required to relieve compaction and to develop and maintain level playing surfaces.

To accomplish this task the Club acquired a John Deere punch action aerator this year. The aerator is a useful complement to the Verti-Drain. It enables more regular aeration of greens and tees while also providing the means of hollow coring all areas. The policy being pursued is to relieve compaction by intense aeration and the intention is to fully commit to a year round programme of solid tining and hollow coring

Slit tining and fertilising will be practiced as required.

During the growing season there will be a regular divoting routine using a sand / soil / seed mixture.

Cutting heights are normally 10 mm in the season and 12 mm in winter.

Tee markers should be moved daily when possible and the resultant wear divoted as soon as possible thereafter.

The use of grass tees will be continued throughout the winter as long as weather conditions are appropriate. On short hole tees the use of artificial mats will be permitted.

Greens staff must be aware of the following:-

As a general rule the yellow markers used for normal play will be placed towards the rear of the tees during the summer months and towards the front of the tees in winter.

The Standard Scratch Score policy document issued by the Scottish Golf Union stipulates that medal rounds must be played from within 10 yards of the measured mark, the 'distance point' – the white discs. The total reduction in the playing length of the course must not exceed 100 yards. Because of the 10 yard rule and the extensive number of medal rounds played at Thornton (two day competitions almost every weekend plus midweek sweeps) there is excessive play within a limited area of the medal tees during the playing season. To enable recovery to take place, play from the medal tees is restricted during the months of November to February.

Generally, a tee should provide a minimum of 300 square metres of space. Eight of the holes at Thornton have teeing space well in excess of this measure. A further five holes have adequate space. Only five holes are deficient in terms of available space. Plans to increase / amend the tees at the 2<sup>nd</sup> and the 17<sup>th</sup> were agreed previously by the members and this work is included in the current construction programme. That leaves the 12<sup>th</sup>, 13<sup>th</sup> and 15<sup>th</sup> holes requiring additional teeing area.

## 9.5 FAIRWAYS

**OBJECTIVE - To provide areas of play where the main characteristic is a free draining surface. The aim should be to produce a firmness which permits the golfer to be able to strike a golf ball from a tightly mown surface.**

The drainage of the fairways has been the focus of much of the works carried out on the golf course in the past few years. A great deal still requires to be done. (See Drainage – Section 11)

An inspection of the sub surface reveals a thick layer of thatch (a layer of decayed organic matter) measuring 25 mm (1inch) thick. Thatch holds water like a sponge and prevents water movement down through the soil profile. It is thatch that is largely responsible for water holding on many of the surfaces. On fairways where drainage has been installed it is imperative to maintain an open thatch free profile down to the drains, if they are to remain functional. Verti-draining, slitting and deep tining is fundamental in this regard. When possible, fairways will be Verti-drained twice each year. If future budgets permit then consideration is to be given to the use of a dedicated scarifier such as the Sisis Veemos in order to hasten thatch removal and improve the quality of the fairway turf

Cutting heights are normally 12-15 mm in summer and 15-20 mm in winter. The fairways will not normally require any form of fertiliser but annually will be sprayed with herbicide to control broad leaved weeds, as necessary.

The shape and contours of the fairways are defined by existing features and should take into consideration the placement of bunkers and strategic groups of trees. During the main playing season fairways are shaped, cross mowed and striped.

Variable widths of fairway are set at specific distances from the medal tees. These are 45 to 35 yards wide at a distance of up to 230 yards. After tapering where appropriate they widen beyond 280 yards before narrowing towards the greens approach ie they will provide a fair test of golf but not cause delay in play due to being over narrowed.

Divotting will be carried out on a periodic basis during the playing season and will be needed particularly in areas where there is intense play.

Where it is necessary to designate an area as 'ground under repair', as a general rule the aim should be to bring the area back into play as soon as possible by carrying out remedial work while still allowing sufficient recovery time.

On any hole the carry over an area of rough to the fairway will not be more than 100 yards measured from the ladies tee marker.

Distance markers are located on each hole. These are measured variously at 100, 150 or 200 yards to the front of the green.

## 9.6 SEMI ROUGH

**OBJECTIVE - To provide an intermediate zone between fairway and the rough.**

These areas provide an intermediate zone between fairway and the rough which extends approximately three to four yards (where possible) from the edge of the fairway and should follow the existing contours. The grass quality should ensure that there is variable difficulty for the stroke played from semi-rough. Cutting height is normally 35 – 40 mm (approx. 1½ inch)

## 9.7 ROUGH

**OBJECTIVE - To provide an area of play which is sufficiently severe that the recovery shot requires the golfer's close attention but not so severe as to slow up play.**

At Thornton it is more important to keep play moving than to unduly penalise the player whose golf ball lies in the rough. Landscaping rather than heavy rough should pose the problem for the golfer.

The height of cut should not smother a ball completely. The height of cut means that the grasses here suffer little or no stress in comparison to the more intensively managed areas. The expectation for grass quality is therefore lessened. Cutting height is 50 – 60 mm (approx. 2-2 ½ in.) all year.

## 9.8 BUNKERS

**OBJECTIVE - To provide a series of hazards which add to the degree of difficulty of the golf course, are free draining, filled with good quality sand, maintained at a consistent texture and are fair from which to play.**

Bunkers are an integral part of golf strategy. They also function to provide depth perception.

Because of the parallel fairways at Thornton, unless a fairway bunker is very strategically placed it is not a desirable feature on the course. Trees can replace and be a stronger influence on play than a bunker when promoting the advantage of a particular line of play on a hole. Fewer than one third of the bunkers on the course are fairway bunkers whereas the majority guard the greensides. At January 2005 there are 19 fairway and 48 greenside bunkers on the course. Alterations to the bunker arrangements have been made at many of the greenside entrances and a few modifications are still required to appropriately

tighten up one or two of the greens. (Amendments and an addition at the 4<sup>th</sup> hole were previously approved.)

Ideally, a bunker should contain a sand depth of approximately 100 mm (4 in.) in the base tapering to around 50 mm (2 in.) on a face. Only the top 25 mm (1 in.) should be of a fine tilth creating a soft surface. The remainder should form a firm base.

The maintenance of bunkers is an important aspect of course management and presentation. While members cannot expect the frequency and quality of raking seen at a professional tour event nevertheless bunkers should be comprehensively raked no less than three times per week and on the other weekdays all footprints and other indentations should be removed by greenkeeping staff. Sand should be redistributed where required and the base of the bunkers recontoured. Popular hitting areas within bunkers will be regularly checked and topped up as necessary. Sand splash removal should be a periodic task.

A rake or rakes will be provided for each bunker and golfers are expected to smooth out their marks. Rakes should be left inside the bunker. Greens staff should replace broken rakes.

Excess growth on greenside bunker surrounds is often a contentious issue with members and it is important that these areas are kept tidy. Bunkers also need to be edged and weeded whenever their appearance tends towards untidiness.

Fairway and front greenside bunkers will have mown entrances to gather the golf ball. Fairway bunkers will have rough behind them. They should never be mown all round.

The Head Greenkeeper will regularly examine bunkers for water retention. Where drains have been installed it is his responsibility to ensure that they are clear and free flowing.

It is accepted that the general condition of certain bunkers is currently the weakest element on the course particularly following periods of wet weather. This will not be remedied fully until plans for improved course drainage allow for a link-up from certain bunkers to specific lateral drainage pipes. A bunker can only be drained when there is somewhere to drain the water to. Until there is additional drainage there will always be a problem with certain bunkers.

## 10. IRRIGATION

**OBJECTIVE - To use as little water as possible to maintain turf quality while recognizing that during periods of drought it will be necessary to irrigate in order to sustain grass growth.**

Irrigation of golf turf is a useful supplement to natural rainfall in periods of drought but its misuse and especially overuse can cause severe problems. Overwatering is damaging in that it is likely to encourage weed grasses and diseases. This can lead to the loss of the desired grass species and playing quality. The key is to achieve a balance :- enough water to maintain turf quality using sound practice, aeration, appropriate mowing heights and top dressing but not so much as to allow weak root development.

It is the duty of the Head Greenkeeper to diligently apply this policy to encourage deeper growing grasses to predominate.

The source of water at Thornton is the River Ore. The Club will abstract volumes of water from this source in full compliance with the provisions of the Water Framework Directive. Water is pumped from the river at a pressure of 98 lbs per square inch from March to October. The Head Greenkeeper is responsible for the annual start up and drain down while ensuring that he avoids any frost risk. There are 69 sprinkler heads on the greens and putting green and 57 on the tees, each being controlled by a computerised programmer in the Head Greenkeeper's control. Each sprinkler head delivers 20 litres per minute to a green and 15 litres per minute to a tee.

It is a duty of the Head Greenkeeper to ensure the system is functional and properly maintained.

Copies of the irrigation route plan are retained by the Head Greenkeeper and the Club Manager. It is the responsibility of the Head Greenkeeper to ensure that all future amendments to the system are registered on both route plans.

## 11. DRAINAGE

**OBJECTIVE - A principal objective is to continue to implement the phased drainage programme to ensure that all fairways are free draining.**

No drains ever work well where the soil is so compacted that water cannot move through the ground to the drains. The various aeration operations described in Section 9.5 – 'Fairways' ----- Verti-draining, slitting and scarifying allows surface water to percolate through the soil to the drains. But these operations can only be truly successful when there is an adequate system of pipe drainage below. On nearly all of the fairways at Thornton there is inadequate pipe drainage.

Because of the solid clay substructure, water "perches" on a table which is sometimes only 12 – 18 inches below ground level. In continuous wet weather the water rises above the turf and causes flooding. The purpose of laying a system of land drains is to lower this water table so that soil in the upper profile can accept water and then disperse the excess through the drains.

In February 2001 the Club appointed a consultant from the Scottish Agricultural College to advise on a drainage strategy. His specification identified all of the areas on the course which required to be drained.

Between November 2002 and January 2005 £23,000 has been spent on drainage.

This has enabled a solution to be obtained for the severe flooding which occurred on the 5<sup>th</sup> fairway and part of the 4<sup>th</sup> fairway for long periods between November 1999 and November 2002. Receiving chambers have been installed on the 2<sup>nd</sup> and 18<sup>th</sup> fairways in preparation for sub-leaders. Leader drains have also been installed across the middle of the course from the 5<sup>th</sup> tee, on the 10<sup>th</sup>/8<sup>th</sup> fairways, on the 13<sup>th</sup> fairway and on the 15<sup>th</sup> fairway. However, without a system of sub-leaders and lateral drains feeding into the leader drains the course will never drain properly.

Currently, to effectively drain the golf course it would be necessary to install approximately 5,000 metres of pipe. Discounting inflation one could easily spend a minimum of £50,000 on drainage at a drainage contractor's minimum rates. Best advice is that work of this nature should never be undertaken in poor autumn or winter conditions. Because of financial considerations drainage work on the 5<sup>th</sup> fairway was carried out in November 2002 in horrendous weather using a hired JCB, two men working and the greens staff. As a result restitution work on the course, not confined to one area, cost more than £2,000.

Because of the limited funds available the Club will be obliged to utilise its own staff during the winter. Members have to appreciate that the downside of this policy is the extra cost of the considerable damage to the course which unavoidably occurs as a consequence of carrying out work in poor conditions. It is inevitable that a complete solution to the drainage problems on the course will not be accomplished in the short term without a significant allocation of capital to the drainage programme.

More and more often we are hearing and reading that global warming is a scientific fact. There can be little debate that there has been a change in the weather. Clearly, warmer temperatures and higher rainfall will have a significant impact on the management of the golf course. If there is more intense, frequent rainfall the course will require better drainage in order to ensure playability. It is not known whether this is necessarily a short term concern. But it is vital that the plan to ensure that every fairway is free draining is implemented within an agreed timescale. Resources should be allocated so that this objective is attained. At current prices approximately £20,000 could be spent on materials – pipe, gravel, soil, sand and turf.

Since the greens staff will be responsible for the implementation of all drainage plans there is a limit to how much progress can be made each year as work will be limited to the winter period. The corollary is

that there is therefore a limit to how much could in any case be spent each winter. The aim should be to complete a drainage programme within ten years by the allocation of an agreed annual budget. The current requirements on each hole are listed at paragraph 8 of Drainage Report 3 (January 2003) which will be used as a reference for the drainage programme.

The Head Greenkeeper is responsible for the maintenance of the drainage network. He must carry out periodic checks of all inspection chambers and ensure that all drains are free flowing.

Drainage plans of the course are retained by the Head Greenkeeper and the Club Manager. It is a duty of the Head Greenkeeper to update both copies of the plans when an addition has been made to the network.

## 12. LANDSCAPING

**OBJECTIVE - It is an important objective to maintain and enhance the design of each hole by ensuring the continuation of a managed landscape policy.**

The golf course was traditionally very exposed and open to the elements. To a large degree it remains so today. At Thornton there is insufficient space to allow wide bands of trees between fairways to any considerable density. It is necessary to plant in areas where the fairway can be 'waisted' and connect the groups with isolated specimens.

The landscaping on the course has all been planted during the past 45 years and most of it is still young. There are no mature trees.

Some years ago the advice of a landscaping consultant was sought. He stressed the importance of a formal approach to landscape management. Trees and wooded areas are a main feature on the course both strategically and scenically. They give the course its character. A well planned and implemented programme of tree planting enhances the golf course.

Landscaping creates vistas and views as well as natural barriers where desired. It was recommended that the Club should maintain a programme of planting year on year. Replacements are necessary as trees do not mature simultaneously. The species of tree planted should be natural to the landscape.

Occasionally, regeneration will be necessary to ensure sunlight and air circulation to tees and greens. Remedial management within plantations will be required from time to time. It will be a specific biennial task for the Head Greenkeeper to cut back and reduce the trees on the burnside in front of the 14<sup>th</sup> and 16<sup>th</sup> tees to ensure that the golfer has sight of the landing areas.

A natural benefit from the creation of landscaped areas is the support they provide for the habitat of wildlife, birds and insects.

**It will be necessary to continue to devote financial resources to a management programme to ensure that this major feature of the course is attended to in perpetuity. Any change in policy or the significant alteration of a landscaping feature will only be taken after advice from a golfing landscaping consultant.**

It is a duty of the Head Greenkeeper to plan and implement an appropriate planting and maintenance programme.

It is a function of the Greens Convener and Executive Committee to ensure that the programme is implemented.

## 13. COURSE ALTERATIONS

***ANY PROPOSED ALTERATION TO THE COURSE MUST BE APPROVED BY THE MEMBERS AT AN ANNUAL GENERAL MEETING BY THE ADOPTION OF THE GREENS CONVENER'S***

***REPORT. ALL ALTERATIONS TO THE COURSE ARE GOVERNED BY SECTION 19 OF THE CLUB CONSTITUTION***

#### **14. - FUTURE IMPROVEMENTS**

**Objective - An essential objective is to continue a programme of improvements and enhancements to the golf course with the purpose of fulfilling the following –**

- (a) The provision of adequate teeing space on every hole.**
- (b) The attainment of an appropriate design layout for each hole, having in mind the degree of difficulty which is needed to challenge the continuous improvement in the ability of today's golfers.**
- (c) The attainment of a Standard Scratch Score of 70 to equate with the present par of 70 (the present Standard Scratch Score is 69)**
- (d) The provision of a rebuilt free-draining green on the 1<sup>st</sup> hole.**
- (e) The provision of a safe, free-draining green in a new location on the 3<sup>rd</sup> hole.**

Despite never being financially bountiful the Club has managed continuously to complete improvements to the course over a long period.

The stage has been almost reached where not too many alterations are required to provide what might be considered an appropriate golfing layout.

Spread over a ten year period a modest annual outlay on improvements will fund a development programme.

## PART THREE --- GENERAL POLICY AREAS

### 15. MACHINERY

**OBJECTIVE - An essential objective is to maintain an adequate replacement programme for machinery in order that the inventory of machines is always as modern as the club can appropriately afford. It is essential also to operate an efficient preventative maintenance programme with regard to the machinery in the Club's ownership.**

The club has to be very mindful of the need to provide adequate modern machinery in order to meet the course maintenance objectives in the Course Policy Document.

A machinery inventory schedule is kept by the Head Greenkeeper and the Club Manager and is updated at each change of machine. Normally there is an optimum life span for each item of machinery beyond which it is good practice to replace. Prudence is required by the Head Greenkeeper in determining how best to preserve the considerable investment in machinery. A 10 year capital replacement plan for the purchase of new machinery is updated annually.

The Head Greenkeeper is responsible for the maintenance of all machinery. He is required to maintain records for each machine showing its use, maintenance record, servicing and overhaul etc. Where appropriate he will follow the maintenance programmes in the manufacturer's handbooks.

It is policy to carry out most preventative maintenance in-house and perform as many unscheduled repairs as skills allow. It is policy to build a broad skills base within the greens staff but the main items of machinery will undergo routine servicing as agreed with the supplier.

All machines are to be well cared for by the greens staff. All machinery will be cleaned and lubricated, as necessary, after use.

### 16. COMPOUND, BUILDINGS AND STORAGE BAYS

For the golf course to be run efficiently there must be safe and secure storage for all machinery and material.

The 'equipment shed' contains limited facilities for repairs and servicing; storage for all dangerous materials, fuels and chemicals; a secure storage cage for all ancillary equipment; a small staff area; appropriate toilet facilities;

In close vicinity there is a soakaway for the disposal of contaminated washings;

Dedicated storage bays are planned during 2005.

### 17. HEALTH AND SAFETY

The Head Greenkeeper is responsible for ensuring that at all times the management of the course is carried out with full regard to the Club's Health and Safety Policy.

He will have particular regard to the following when ensuring that the policy is implemented effectively:-

- the workplace is safe and without risks
- safe methods of working are laid down and followed

- ( machinery and equipment is properly maintained and safe to use
- ( equipment is stored safely
- harmful substances are used properly and stored safely in accordance with COSHH regulations
- the welfare of the employees is not affected by noise, dust or fumes.
- employees are provided with protective clothing and with the training information and supervision needed for them to work safely
- employees have healthy working conditions, including adequate lighting, heating, ventilation and toilet facilities.
- an accident book is maintained and an emergency procedure in place.

He will keep records on the following :-

- staff training and competency
- risk assessments
- pesticide stocklist and usage.

Staff must be aware of their own responsibility for their own health and safety and that of their colleagues when working on the golf course or in and around the equipment shed.

It is the responsibility of the Executive Committee through the Club Manager to keep abreast of changes in legislation and make adequate provision to comply with Health and Safety requirements.

## **18. WORK ON THE COURSE**

It is important that members are aware that to maintain a golf course to the desired standard, at times work has to be undertaken which will cause inconvenience and disruption to play. In order to minimise frustration and adverse comment, members should be advised in advance of any course operation that is likely to disrupt play.

The safety of the greens staff is paramount. Golfers must be ever mindful when staff are working in the vicinity of the intended line of play. A shot must not be played until the greenkeeper has acknowledged the golfer's presence and has indicated by waving that play can continue.

The greens staff will always be vigilant towards golfers in their vicinity so that play is not delayed unreasonably. However, work has always to be productive and as a matter of priority golfers should give way to greens staff. This is especially important at the beginning of the day and during the forenoon. Golfers should give consideration to greens staff by not stopping staff from progressing their work, particularly at the beginning of the day when the greens staff must be given priority.

## **19. THE TIMING OF MAJOR WORK ON THE COURSE**

Much essential work has to be completed before a certain time of the year or within a specific timescale.

Timing of essential maintenance operations will take priority over the fixtures programme and will be communicated well in advance to the members through course bulletins and notices.

The Head Greenkeeper will advise the Club Manager of the timings as far in advance as possible so that competitions and visiting parties can be accommodated around the maintenance programme.

Main season operations will be carried out with the objective of causing minimal disruption to the putting surfaces.

## 20. COMMUNICATION

It is important that members are kept informed of any developments or events affecting the course.

The contents of all major projects including the winter work programme will always be intimated in advance in the Greens Convener's annual report which accompanies the financial accounts. The fine details of all work plus any drawings will be placed on the Club notice board at least one month in advance of the AGM.

The business of the Club as it affects the course is to be found in the monthly minutes of the Executive Committee. The minutes are available for perusal one month in arrears. Periodically a bulletin will be produced for the Club notice board. This will outline forthcoming work on the course and explain the purpose.

Members will be up-dated on progress in relation to the objectives of this document in the Greens Convener's report at the end of each year.

Members are encouraged to support the objectives of the document by making constructive suggestions, in writing to the Greens Convener.

It is policy that the Head Greenkeeper and his staff are to avoid discussing issues relating to the course with members or visitors. This policy must be reciprocated by the golfers. Any adverse comment on any course issue must be submitted in writing to the Honorary Secretary. Members will always be informed of any application of a chemical substance which is a hazard to health. Golfers should always look at the information board en route to the first tee.

On course notices will be used when relevant.

## 21. COURSE FURNITURE --- INFORMATION SIGNS

It is a duty of the Head Greenkeeper to maintain course furniture in sound condition and ensure that information signs are always properly located, visible and providing the appropriate information.

## 22 COURSE PROTECTION

**This next part of the policy document is designed to clarify that part of the Club's primary objective which is to safeguard and give protection to the long term health and condition of the golf course during periods of excessive wear and /or inclement weather.**

### 22.1 WINTER DAMAGE

The golf course is not an indestructible asset. The amount of damage to the course that occurs because of poor ground conditions in or following adverse weather has a direct bearing on the rate of recovery. The amount of damage caused by large numbers of golfers negotiating the course influences how much recovery the grasses need to achieve particularly in April and May following poor winter conditions. Slow recovery affects the reliability of the grasses when under stress later in the year. Hence the requirement for a range of protection measures, particularly during the winter.

### 22.2 TROLLIES AND BUGGIES

The use of pull trollies (caddy cars), electric trollies and motorised ride-on buggies will only be restricted during the most severe weather conditions. The decision to implement a ban on any or all of the above

will be taken by the Head Greenkeeper and only after consultation with the Greens Convener. Normally at least two days notice of a prospective ban will be posted on the Club and Starter's notice boards.

The decision will be reversed as soon as conditions allow.

### **22.3 TEMPORARY GREENS**

The decision to use temporary greens will be made by the Head Greenkeeper, his deputy or the senior greenkeeper on duty. The decision will be taken after the completion of a course inspection. Temporary greens will be in use when there is frost, when the main greens are very wet or when work is being carried out on the main greens.

Temporary greens will be prepared by the Head Greenkeeper no later than Mid-October and will be maintained ready for play until no earlier than Mid-March. Staff will avoid any aeration work on temporary greens in the autumn or winter. Instead, such work will be carried out during the spring or summer

When temporary greens are prepared golfers should take care not to cause damage. Play from them is prohibited. Trolleys etc should be kept clear.

When temporary greens are in regular use the Head greenkeeper will ensure that new holes are cut frequently.

### **22.4 WINTER PLAY**

At the December 2003 AGM the following rule was approved by the membership. "During the period in winter when mats are in use, a ball finishing in the fairway or semi-rough must be played from a mat. A ball finishing in the rough must be played as it lies, with the exception of play outwith competitions, when members are recommended to use a mat."

Mats will be in use as long as climatic and ground conditions indicate that this is desirable. Normally this will be restricted to the months of November to March. The Head Greenkeeper will determine the period during which mats are in use.

Accepted policy is that in inter-club winter league matches preferred lies are used.

### **22.5 COURSE CLOSURE**

While it is the aim of the Club to offer year round golf to its members there will be occasions when the course is deemed unfit for play. The Head Greenkeeper or duty greenkeeper is the sole arbiter in this decision.

On the authority of the Head Greenkeeper, his deputy or the senior greenkeeper on duty, the course may be closed when severe weather conditions have occurred and damage to the course would result if play was permitted. Such conditions will exist if the greens are largely waterlogged, if the course is flooded or during severe frost or snow. On occasions, the course may be closed for Health and Safety reasons.

Up to December 2001 it was club policy that the Head Greenkeeper did not open the course when white frost covered the ground. At the December 2001 Annual General Meeting there was a proposal from a member that "play be allowed in frost condition using winter tees, winter greens and mats". This proposal received 30 votes and there were 25 votes for the Club policy which was overturned by 5 votes.

The member's proposal (precise quotation above) is therefore the current Club policy in conditions of frost (white or otherwise) even though it is widely accepted that severe damage to the fairway grasses is caused by traffic when there is white frost on the ground.

While there are no plans at present to recommend to members that the club should revert to the original policy, there may be occasions when the Head Greenkeeper will be obliged to close the course when there are conditions of severe frost and the course is suffering damage. It may also be closed on the grounds of Health and Safety.

***Ultimately, the greens staff must be given the authority to make an appropriate decision in any particular circumstance where it is deemed necessary to close the course and that is reaffirmed here as Club policy.***

There will be other occasions when the course will remain closed on Health and Safety grounds. This is particularly so at dawn or immediately afterwards when poor light or fog produces potentially dangerous conditions for staff. Members must not assume that early morning play can always commence at or around first light. The course may remain closed until the greens staff are able to prepare the course.

When the golf course is closed for play a notice indicating this is displayed prominently at the entrance to the car park. A notice indicating the time of the next course inspection will be available in the starter's office.

During a competition the course may be closed (temporarily) by an authorised member of the Committee who is supervising the competition if it is considered that the greens have become unsuitable for play or if circumstances are otherwise inappropriate for playing golf. In summer a decision to close the course may be rescinded no earlier than one hour after the conditions which closed the course have ceased and this only after the course has been inspected by the persons responsible for the closure decision.

In winter months (October – March) once a decision has been taken to close the course it will not normally be rescinded for the remainder of the day. In winter a final decision on the day's play will be made at 11 am.

The Head Greenkeeper is responsible for ensuring that a course closure report is completed on each occasion that the course is closed including for part of a day.

The Greens Convener is responsible for ensuring that a record is kept showing the history of course closures and he will submit a report annually to the Executive Committee.

## **22.6 PLAYABILITY OF THE COURSE**

Reports on the playability of the Course.

Each day between October 1<sup>st</sup> and March 31<sup>st</sup> the greens staff will complete a form regarding the playability of the course and pass it to the starter. Information is available for golfers regarding the number of temporary greens being used, temporary closure, closure and the time of the next inspection.

## **22.7 WEAR AND TEAR**

During the winter period especially, flexiposts and hoops will be used to protect areas of wear and tear, particularly around the sides of bunkers and greens where golfers should avoid walking. Protective barriers are used to prevent golfers from damaging popular playing areas where growth has been restricted and requires to be encouraged. Greens staff will constantly review matters and change the locations regularly.

## **22.8 PATHWAYS**

Pathways should be kept to a minimum but where it is shown that there is a specific route to take golfers from one hole to the next and wear and tear is the result then it should be policy to construct a pathway

that will blend in with the surroundings. A variety of suitable materials may be chosen for their construction.

### **23. PRACTICE FACILITIES**

Land outwith the course boundary to the north of Station Road and west of the railway line is leased from Balgonie Estates as a practice area. Currently the lease has been provided for the five years ending 2007. The landlord attached strict conditions to the lease which prevents the Club from doing anything other than maintain the facility.

Due to the change of land use planning permission was also required and conditions were placed on the Club by Fife Council. The Club was required to provide 16 parking spaces. The levelled area created for parking is part of the lease. It is not a public car park nor is it a turning circle. It may be that the Club will be obliged to publicly reinforce that.

Fife Council also placed restrictions on the use of the playing facility. The rules regarding play are displayed in the clubhouse and at the practice area and should be obeyed.

There is a practice putting green adjacent to the first tee. Chipping to the putting green is not permitted.

A practice net is available at the edge of the car park.

### **24. PROFESSIONAL ADVICE**

While the efficiency and expertise of a Head Greenkeeper may be fully recognised there will be occasions when the use of consultants or contractors is necessary when considering certain specific objectives. Specialists have already been successfully engaged by the Club to produce reports on agronomy, drainage and landscaping. These reports have then been used by the Club to obtain the best possible results.

### **25. AGRONOMY**

In 2004 the Club used the services of an agronomist for the first time. The Sports Turf Research Institute (STRI) has evolved as a main provider of services to the sports turf industry over a long number of years. By subscribing, the Club has easy access to a range of services. Independent advice has been provided in reports by an STRI agronomist following advisory visits to the course. Dr Watson has agreed the content of Sections 8 to 12 of the Course Policy Document. It is sound policy to continue to subscribe to the services provided by the STRI. The Club will provide for two monitoring visits each year.

### **26. COURSE ARCHITECT**

Any significant future alteration to the golf course contained in Section 14 'Future Improvements', particularly the plans to rebuild greens, or any further proposals subsequent to this in an amended 10 year plan, will be presented to a professional golf course architect for comments before being undertaken.

### **27. ECOLOGY**

The golf course has the potential to be a valuable environmental asset despite not being extensive in area. But it is a challenge to try to enhance the environmental value because play takes place on most of the available land. Space between individual holes is limited. But increased environmental quality enhances the golfer's playing experience. At Thornton there are not too many "out of play" areas but where they do exist these pockets are potential habitats and corridors for wildlife. It is in the long term interest of the Club if these corners of the course remain undisturbed.

Members of the public should be asked to remain on the right of way which crosses the course and not to encroach within the boundaries of the course.

Periodic consultation with a golf course ecologist would be of benefit as would the production in due course of an Environmental Management Plan for the course.

## **28. PUBLIC RIGHT OF WAY**

A public right of way runs through the tunnel under the railway and therefore shares a common entrance to the golf course. The right of way continues due east across the course to a bridge across the River Ore.

*Drivers of vehicles must always be careful when negotiating the roadway leading to the tunnel and take extra care within the tunnel.*

*Golfers must always be aware of the presence of members of the public using the right of way. Golfers must give way to walkers on the right of way at the 7<sup>th</sup>, 8<sup>th</sup>, 13<sup>th</sup> and 15<sup>th</sup> holes.*

## **29. THE COURSE --- COMPLAINTS PROCEDURE**

Public criticism of the greens staff, the course or members of the Greens Committee causes friction. Debates, suggestion book entries or petitions are not the way to address a perceived problem. Employees of the Club should not be subjected to verbal complaints. A member wishing to draw attention to an issue should submit comments in writing to the Honorary Secretary for discussion by the Executive Committee. The rule is :-

**Members should not make critical comments, complaints or suggestions about the course either generally or to any of the staff. All critical observations about the course or the staff must be directed in writing to the Honorary Secretary.**

## **30. MONITORING**

The Course Policy Document will remain under regular review by the Head Greenkeeper, the Greens Convener and the Executive Committee.

Compiled and completed by M.C.Scobbie  
Former Greens Convener.

Amended and approved by Greens Sub-group  
10th November 2005

Final Approval by Executive Committee  
21<sup>st</sup> November 2005