

A thick vertical black bar runs down the left side of the page. A green arrow points to the right, overlapping the black bar and the main text area.

Course Year 2025

Course Policy

Version 01:00

A stylized graphic of grass blades in green and grey, located in the bottom left corner of the page.

Greens Team
WHITBY GOLF CLUB

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*The Golf Course
should be the
focus of any Club's
strategic planning*

Overview

Purpose

The aim of this Course Policy Document (CPD) is to provide guidance and to bring continuity and consistency to the management of the golf course. This is particularly important in that the Leadership of the Club and its Committees can change on an annual basis.

The key contributor to the document should be the Head Greenkeeper who should put forward recommendations for all aspects of managing the golf course in consultation with an experienced agronomist/ecologist if appropriate. Once agreed by the Leadership of the Club the policies laid down can be reviewed but should only be changed in consultation with the Head Greenkeeper.

It should go without saying that the Golf Course should be the focus of any Club's strategic planning. The demands on Greenkeepers are increasing, having to manage issues such as climate change, the ever-decreasing availability of chemicals and an increase in all year-round golf. The adoption of a CPD should be a valuable tool in assisting the Head Greenkeeper, Club Management, and Leadership in meeting the very high expectations of today's golfers

Objectives

There are two objectives set on the Greens Team:

- To maintain the course and its coastal aspect, as set out by architect(s) in 1895. Providing the members with year-round golf, playing off grass tees and on main greens providing it is not to the detriment of the long-term health and condition of the course.
- To develop the course in keeping with its coastal aspect and the Club's ambition. Providing players with a suitable challenge for a wide range of golfing abilities.

Document Structure

The document is split into sections. Most of the sections relate to Operational activities, all targeting the maintenance of the golf course. Development of the course is presented within the Roadmap section.

Some sections, for example Notes on Financial Management, cover both course maintenance and course development for the course year (CY).

The remaining sections provide background/helpful Information.

Four full-time Greenkeepers are required during the summer season!

Resources

Staff

- Head Greenkeeper
- Deputy Head Greenkeeper (TBC)
- Assistant Greenkeepers x2
- Apprentice (TBC)

Greenkeepers to attend relevant training courses for personal and professional development.

Financial:

- Agreed annual budget for purchase of materials and services necessary for the successful implementation of the CPD.
- Agreed levels of expenditure on machinery renewal and maintenance.
- Resources for development work.

Course Director and Head Greenkeeper to submit budget proposal to the Board’s representative, the Director of Finance, towards the end of the Financial Year (FY).

Calendar

To accommodate climate change, which is seeing wetter course conditions throughout the year, and particularly a saturated general area during the winter months, the course calendar for 2025 shall consist of a five-month, November through March, winter golf season and a seven-month summer golfing season. For the Greens Team, spring and autumn shall be single-month transitional periods.



Figure 1 – 2025 Greens Operations Calendar

The UK “clock change” dates (last Sunday in March and October) shall trigger the switch between the golf seasons. The month preceding the switch shall be the transitional periods, when the course is readied for the upcoming season. For example, during October the winter tees shall be installed ready for play in November.

*Renovation weeks
10th March and
22nd September*

Timing of major renovation work on the course

Generally, timing of essential maintenance operations such as the greens renovation program will have priority over the fixtures programme and will be communicated well in advance to the members through course bulletins and notices. There will be both a Spring (March), and Autumn (September) renovation period.

The Head Greenkeeper will consult with the Course Director regarding maintenance timings as far in advance as possible so competitions and visiting societies can be accommodated around the maintenance program wherever possible.

Main season tining and slitting operations will be carried out with the objective of causing minimal disruption to putting surfaces e.g. by use of micro tines.

Provisional CY2025 dates (Weather permitting):

- Spring renovation week: 10th to 14th March
- Autumn renovation week: 22nd to 26th September



The Golf Course

This section consists of the key objectives and how they will be achieved for the main areas of the course.

Greens

Objective:

To provide, in the main golfing season, true, firm surfaces that will hold a well-struck shot played from a closely mown area.

To be achieved by:

- Aeration programme - to control the organic matter content of the greens.
- Coring – Spring, late Summer/early Autumn
- Vertidrainage – throughout winter months
- Slitting/Spiking – all year round
- Scarifying – during growing season
- Drill 'n' fill drainage – low areas in greens (mechanical or manual)
- Monitoring soil analysis and root density
- Balanced input of soil conditioners and fertilisers – note: an annual nutrient programme will be formulated each Spring
- Fungicides and wetting agents
- Regular top dressing – 50-100ton/yr
- Cutting heights – 3/4mm in summer and 5/6mm in winter
- Ironing/Rolling
- Over seeding programme to improve sward composition.
- Frost policy
- Changing of hole position – as appropriate

Stimpmeter readings and greenspeed: taking into consideration.

- Construction of greens
- Species composition of the sward
- Contours of the greens relating to wind speed
- Pin locations
- Average ability of membership

A sensible, optimum green speed for general play should be around 9ft

For more prestigious events, be it club or open competitions, the greens may be quickened up through double cutting /ironing to 10ft (staff resources permitting)

Tees

Objective:

To provide a firm, level surface.

To be achieved by:

- A phased programme of relevelling and extending surfaces.
- Maintenance programme. (i.e. divot repair, aeration, fertiliser).
- Cutting height during main season – 12mm.
- Rotation of tee markers – daily basis.
- White tees – for qualifying competitions (Gents).
- Yellow tees – for general play, visitors, societies.
- Red tees – for qualifying competitions and general play (Ladies).
- Blue tees – for general play on 9-hole course, (Juniors)
- Winter play – from green tees.

Where possible mats shall be used to prevent excessive wear i.e. par 3's. (particularly appropriate during winter golf)

Fairways and Surrounds

Objective:

To provide a suitable surface from which a 'traditional' golf shot can be played.

To be achieved by:

- Range of cutting height – will vary from 14mm to 16mm depending on season and growth rate.
- Aeration programme: vertidrainage and slitting through Autumn and Winter period.
- Thatch control: scarifying/collecting, late Spring/Autumn.
- Use of turf tonic.
- Selective weedkiller
- Mowing pattern – fairways mowed in halves.
- Surrounds mowed at 14mm to 16mm.
- Divot repairs – to be carried out on regular basis.

Use of Mats in the General Area cut to fairway height or less during the winter period.

Rough & Semi-Rough

Objective:

To enhance the playability of the golf course in keeping with its coastal aspect.

To be achieved by:

- Encouraging the finer, natural grasses – through scarification and mowing using a flail collector - timing early spring and/or late summer (staff resources permitting?).
- Cutting height for semi rough – 35mm /managed rough – 50mm
- Specified areas 'out of play' left uncut, providing course definition and for the enhancement and protection of ecology – bees/butterflies/invertebrates etc.

Irrigation

Objective:

To use as little water as possible whilst recognising that during periods of drought it will be necessary to irrigate to sustain grass health and create fair playing conditions.

To be achieved by:

- A fully automated irrigation system
- Use of hand watering and wetting agent tablets during dry spells, treating on high spots.
- System start up – April
- System drain down - October

Water quality to be tested regularly.

Bunkers

Objective:

To create a consistent, stone free surface

To be achieved by:

- Beach Sand
- Depth – 25mm of raked sand over a compacted layer
- Drainage – sump holes, pipe drains where practicable.
- Position of rakes – inside bunker but not in line with play

Note: Whilst every effort will be made to prevent a ball 'plugging', there may be instances when it will occur due to the very design of a bunker.

Ditches and Drains

Objective:

To ensure adequate drainage of the site

To be achieved by:

- Cleaned out and sided when necessary. Typically, annually – prior to onset of winter
- Strimmed on a regular basis.
- Manhole covers and swilly drains to be maintained and inspected regularly.

Pathways

Objective:

To create safe surfaces to walk and drive on and spread wear where appropriate

To be achieved by:

- The intention is to extend and increase paths around the course where appropriate.
- Material used – a suitable, compactable aggregate.
- Cut off gully drains and grids installed on pathways as and where necessary – to divert water and help prevent wash-outs.
- To be cleaned out on a regular basis.

The Bridge

Under normal circumstances the routine maintenance and upkeep of the bridge, spanning the ravine,.Upgang Road, is the responsibility of the Greens Team. However, since circa 2022 the Bridge has been under the control of a dedicated Project Team, whose mission was to repair / replace the bridge.

Until a solution is installed, commissioned, and handed over to the Greens Team for routine maintenance, it is expected that a Project Team will retain responsibility for the bridge.

Course Development

Objective:

Any alterations made are to be in keeping with the original design but also reflect the modern era of golf.

To be achieved by:

- Establishing a Course Owner accountable for:
 - Maximising ROI
 - Holding the course Vision
 - Maintaining the course Roadmap
 - Owning the course Backlog
 - Prioritising the work
 - Communicating with club stakeholders
 - Assisting with issues
 - Approving the work
- Employing the services of an experienced golf course architect/designer would be appropriate in initialising any proposals.

Objectives and Key Results (OKRs)

Objectives and Key Results (OKRs) are used to improve team engagement and productivity.

Within the **general area** there are 9 objectives:

Objective 1 - Greens

To provide, in the main golfing season, true, firm surfaces that will hold a well-struck shot played from a closely mown area, cut to 4mm.

Key results:

- As measured by the grass length being within +1mm of the specified cut height
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.9
- As measured by being voted “best greens” by the Alliance members

Objective 2 - Tees

To provide a firm, level surface, cut to 12 mm.

Key results:

- As measured by the grass length being within +2mm of the specified cut height
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.7
- As measured by visitor feedback questionnaire returns (Apr – Sept) scoring of 0.7

Objective 3 - Fairways

To provide a suitable surface from which a ‘traditional’ golf shot can be played and shaped to encourage high handicappers and to challenge players with low handicaps. Cut to 15mm.

Key results:

- As measured by the grass length being within +2mm of the specified cut height
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.7
- As measured by visitor feedback questionnaire returns (Apr – Sept) scoring 0.7

Objective 4 – Managed Rough Areas

To enhance the playability of the golf course in keeping with its coastal aspect. Cut to 50mm.

Key results:

- As measured by the grass length being within +10mm of the specified cut height
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.7
- As measured by visitor feedback questionnaire returns (Apr – Sept) scoring 0.7

Objective 5 - Bunkers

To create a consistent, stone free surface

Key results:

- As measured by the sand depth being kept within the specified limit
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.6

Objective 6 - Ditches

To ensure adequate drainage of the site with clear and free running water courses, which are clearly marked.

Key results:

- As measured by monthly inspection scoring 0.7
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.7

Objective 7 - Fences

To maintain boundaries with kept surrounds and secure/sound structures.

Key results:

- As measured by monthly inspection scoring 0.7
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.7

Objective 8 - Penalty Areas

To maintain areas with clearly visible, marked posts and/or painted lines.

Key results:

- As measured by monthly inspection scoring 0.7
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.7

Objective 9 - Pathways

To create safe surfaces to walk and drive on and spread wear where appropriate.

Key results:

- As measured by monthly inspection scoring 0.6
- As measured by bi-monthly member surveys (May, July, Sept) score of 0.6

General Policy Areas

Course Staff Starting Times

- Winter – 7:30AM
- Summer – 6:00AM

Weekend Working

Owing to Health & Safety regulations two staff should be on duty at all times and a suitable rota be set up to incorporate this practice.

During the winter months, working is 7-hours from first light. In summer 8-hours days from 06:00 are typical. Summer times may vary depending on the Head Greenkeeper's grass cutting timetable.

Course Opening Times

- Winter - 8:00AM
- Summer - 7:00AM

These times have been established to cover all aspects of the correct Health & Safety procedures that have to be followed.

They allow and give adequate time for the green staff to prepare the course for the day's play.

In winter months, they allow for a thorough, safe course inspection and time for the relevant information to be communicated to the membership.

Communication with Members/Visitors

A regular newsletter will be produced which outlines forthcoming work on the course.

Information will be posted on notice boards on daily maintenance procedures e.g. Spraying, Verti draining etc.

The Head Greenkeeper and course staff are to avoid discussing issues relating to the condition of the course with members or visitors – to avoid confrontation or confusion

Note: this last point needs to be supported by a reciprocal club rule that members and visitors should not make comments or complaints about the course to staff, but to direct them through the proper channels, i.e. the Club Manager and/or Course Director.

Open evenings with members can be considered, perhaps annually.

Health & Safety

The Head Greenkeeper will be responsible for ensuring that management of the course will be always carried out with due regard to the Clubs Health & Safety Policy.

Guidance is to be received from the Clubs' Health & Safety representative – Christopher Barraclough

The Club's Health & Safety policy should ensure:

- The workplace is safe and without risks.
- Safe methods of working are set and followed.
- Machinery and equipment are properly maintained and safe to use.
- Equipment and harmful substances are used properly and stored safely.
- The welfare of employees is not affected by vibration, noise, dust, or fumes.
- Employees are provided with protective clothing, training, information, and supervision needed for them to work safely.
- Employees have healthy working conditions, including adequate lighting, heating, ventilation, and toilet facilities.

Regulations that apply to the above areas are:

- The Management of Health and Safety at Work Regulations 1992 (MHSW)
- (key activities being Risk Assessments and Staff Training)
- The Health and Safety (First Aid) Regulations 1981
- The Reporting of Injuries Diseases and Dangerous Occurrences Regulations 1985 (RIDDOR)
- The Control of Substances Hazardous to Health Regulations 1994 (COSHH) New 2002

It is very important that all staff when working on the course or in the greenkeeping compound are aware of their responsibilities for their own health & safety and that of their colleagues. In practice this means that rules and regulations emanating **from Risk Assessments and Safe Operating Procedures** are strictly adhered to.

If work must be carried out on the course during play (and this should be kept to a minimum) then the appropriate protective equipment should be worn according to the situation and corresponding risk assessment.

Site Security/Access Areas

The Head Greenkeeper will ensure all relevant gates are padlocked, alarms are set, and key boxes are used appropriately.

Please note that members and staff have a responsibility that all access areas (particularly those around the greenkeeping compound) are kept clear to maintain safe working practices.

Use of Trolleys & Buggies

Can always be used unless ground conditions become unsuitable – the Head Greenkeeper and his Assistants are best placed to make this decision.

Trolley and buggy users should adhere to the signage around the course.

Trolley/Buggy bans should be reviewed regularly.

Carrying only when weather and health and safety conditions dictate should be considered.

Machinery

A timed rolling plan for the replacement, maintenance and addition of machinery will be established.

Up to date Training Records of staff competencies must be implemented.

All Health & Safety regulations for machinery should be available.

Major Machinery as follows: -

- 1 x Ride-on Greens mower
- 2 x Greens Hand mowers
- 1 x Ride-on Tees mower
- 1 x Fairway mower
- 1 x Banks mower
- 1 x Rough mower
- 2 x Utility vehicles
- 2 x Tractors (plus loader and trailer)
- 1 x Sprayer (TBA)
- 1 x Top Dresser
- 1 x Turf Iron
- 1 x Procore (TBA)

Course Closure

The current management practice is for the Head Greenkeeper to keep the course open whenever possible.

Playing in unsuitable conditions, be it snow, frost or when waterlogged, leads to damage on all parts of the course, not just the greens. These include teeing areas, approaches, fairways and traffic black spots. Members safety on these surfaces is paramount and must be taken into account.

Wet Conditions

Playing in unsuitably wet conditions can be dangerous to golfers and detrimental to the golf course.

The Head Greenkeeper is best placed to decide on whether the course should be open during wet periods.

Please refer to the report '**Damage and Associated Problems caused by Playing in Wet Conditions**'.

Frost Policy

During a white frost leaf blades are frozen, become brittle and are easily damaged by players' feet and trolley wheels. Following a thaw there is a 'browning' of the turf – the more play the greater the damage.

Consequently, areas become weak, sparse out and remain thin for long periods, affecting the quality of the surfaces well into the following season.

The Frost Policy is as follows: -

- **There will be NO PLAY in WHITE FROST**

Signs will be displayed at the club and messages posted (at the earliest opportunity) to keep members updated.

Note: Suspension of play in competitions or the abandonment of a competition may be taken by the person responsible for the event as such a decision is concerned with the conditions for playing golf and not potential damage to the course.


Fog and Darkness Policy

The club has a duty of care to all users of the course and as such has a clear policy regarding the discontinuation of play due to lack of visibility. This will be typically due to either fog or darkness.

The policy is to be adhered to at all times. Failure to do so, will result in individuals being sanctioned in accordance with club rules for breach of club policies.

1. Player responsibility

- The decision regarding play when visibility is poor, first and foremost, lies with the individual golfer, as they are putting others at risk.
- Wherever a golfer is on the course, they must assess whether they can see the clear distance of their intended shot; whether it is safe to play.



Your responsibilities in poor visibility, e.g. FOG or DARKNESS:

- Do not continue to play in poor visibility, when you cannot see the clear distance of your intended shot.
- You will be putting others in danger.

- **If the clear distance of their intended shot cannot be seen, the player must not play.**
- Golfers may wait to see if conditions improve. If visibility does not improve, golfers must cancel their round and their participation in competition, citing dangerous playing conditions as the reason.

2. Tee closures

- If visibility from the clubhouse across the course, **in any direction**, is below 300 yards, then the course is closed, and golfers are prohibited from venturing onto the course until the course is reopened. "Course closed" signs will be displayed on tees that are in close proximity to the clubhouse.
- Responsibility for this decision is to be taken by the most senior member of staff or committee present.
- Members must not apply pressure to members of staff, in this matter; this may be considered as intimidation and a breach of the club's staff anti-bullying policy.

3. Suspension of competition

R&A rules of golf - rule 6E clause 2.

"Visibility"

It is recommended that, if landing areas are no longer visible to players (for example, due to fog or darkness), play should be suspended. Similarly, if players are unable to read the line of play on a putting green due to a lack of visibility, play should be suspended."

- In the event of a club competition, rule 6E(2) will be triggered by the designated Competition Secretary, based on the actions of individual golfers, as per clause 1 or suspension of play as per clause 2 above.
- Once a significant number of participating golfers have decided that it is no longer safe to continue and start to come in off the course, the competition will be suspended or cancelled on the grounds that the course is deemed unplayable.
- This decision is taken by the designated competition secretary, based on the consensus and actions of a number of the participants.

4. Individual golfers in competition

Should, in accordance with clause 1 above, an individual player decide to stop playing on the grounds that they are concerned that they may be endangering other golfers, then the competition committee can allow this without cancelling the competition, provided they are contented that the individual did so out of genuine and appropriate concern for the safety of others.

If, because of bad weather, a player refuses to start at the time arranged by the competition committee or picks up during the round and the competition committee later cancels that round, the player gets no penalty as all penalties in a cancelled round are cancelled.

Inclement Weather Policy

The club has a duty of care to all users of the course and as such has a clear policy regarding the discontinuation of play due to inclement weather. This will be typically be due to strong winds.

The policy is to be adhered to at all times. Failure to do so, will result in individuals being sanctioned in accordance with club rules for breach of club policies.

1. Player responsibility

- The decision regarding play when strong wind is forecast is, first and foremost, lies with the individual golfer, as they are putting others at risk.
- Wherever a golfer is on the course, they must assess whether their intended shot is safe to play.
- If the clear distance of their intended shot is not safe, the player must not play.
- Golfers may wait to see if conditions improve. If wind levels do not improve, golfers must cancel their round and their participation in competition, citing dangerous playing conditions as the reason.

Reminder about safety in HIGH WIND:



Warning
Strong winds

- *High winds have been forecast*
- Do not continue to play in high winds.
- It is your responsibility to consider the increased risk of wayward shots and danger from flying branches.

2. Tee closures

- If visibility from the clubhouse across the course, in any direction, is below 300 yards, then the course is closed and golfers are prohibited from venturing onto the

course until the course is reopened. "Course closed" signs will be displayed on tees that are in close proximity to the clubhouse.

- Responsibility for this decision is to be taken by the most senior member of staff or board official present.
- Members must not apply pressure to members of staff, in this matter; this may be considered as intimidation and a breach of the club's staff anti-bullying policy.

3. Suspension of competition

R&A rules of golf - rule 6E clause 2.

"Visibility"

It is recommended that, if landing areas are no longer visible to players (for example, due to fog or darkness), play should be suspended. Similarly, if players are unable to read the line of play on a putting green due to a lack of visibility, play should be suspended."

- In the event of a club competition, rule 6E(2) will be triggered by the designated Competition Organiser, based on the actions of individual golfers, as per clause 1 or suspension of play as per clause 2 above.

If, because of bad weather, a player refuses to start at the time arranged by the competition committee or picks up during the round and the competition committee later cancels that round, the player gets no penalty as all penalties in a cancelled round are cancelled.

Summary

The directors of a golf club have a duty of care, to all golfers playing the course, to inform them of risks that are not clearly obvious to the golfers.

The directors should ensure that all reasonable steps are taken, to ensure that golfers are not subject to unnecessary risks.

Consideration should also be given to the increased risk from wayward shots onto adjacent fairways (especially if visibility is restricted) and wayward shots over the course boundary and into adjoining properties or onto public highways.

Consideration must be given to the safety of greens staff, who are expected to work in high winds. Course Managers / Head Greenkeepers must adjust work plans to prevent staff being put at undue risk.

It is suggested that golfers be informed of forecasted high winds, before they venture onto the course.

However, golfers (like all other members of the public) must be assumed to be aware of risks associated with venturing outside in high winds.

Measuring wind speed

Anemometers, device to read wind-speed,

The Met Office website metoffice.gov.uk will provide details of forecast wind speeds for any given postcode.

What constitutes a 'high wind'?

The following table provides information about the impact of winds at increasing speeds.

As can be seen, for golf winds below about 25 mph (40 km/h) should not be a cause for concern. Whilst golf will become increasingly difficult, it is unlikely that golfer will be at risk or that balls will be blown significantly off course.

Wind speeds between 25 mph and approximately 30 mph shall be classed as medium risk for golf and consideration given as to whether certain holes should be closed due to increased risk from falling branches and the risk of balls being blown onto adjacent properties or other golf holes – especially if visibility is restricted.

Golfers should be informed, before teeing off, that the winds are strong and to take extra care.

Wind speeds above say 30 mph or gale force 7+ shall trigger a course closure. There will be significant risk of loss of control of wayward golf shots and as gusts increase, likely incidents of flying debris, branches etc.

Beaufort Wind Scale				
Beaufort No. Force	Wind Speed		Description	Effects
	mph	km/hr		
0 to 5	0-24	0-38	Calm to Fresh Breeze	Up to "Small trees sway"
6	25-31	39-49	Strong Breeze	Large tree branches move, telephone wires begin to "whistle", umbrellas are difficult to keep under control.
7	32-38	50-61	Moderate or Near Gale	Large trees sway, becoming difficult to walk.
8	39-46	62-74	Gale or Fresh Gale	Twigs and small branches are broken from trees, walking is difficult.

Beaufort Wind Scale				
Beaufort No. Force	Wind Speed		Description	Effects
	mph	km/hr		
9	47-54	75-88	Strong Gale	Slight damage occurs to buildings, shingles are blown off of roofs.
10	55-63	89-102	Whole Gale or Storm	Trees are broken or uprooted, building damage is considerable.
11	64-72	103-117	Violent Storm	Extensive widespread damage.
12	73+	118+	Hurricane	Extreme destruction, devastation.

Source www.MarineWayPoints.com

Professional Advice

If any situation arises where outside professional advice needs to be taken it is in the clubs' interest to seek a suitable consultant.

Agronomy/Ecology

The Head Greenkeeper will have recourse to an agronomist/ecologist as and when the need arises.

Greens Policy Decisions – Course Director

Examples:

- Adoption of the Course Policy Document
- Approval of capital expenditure on new machinery
- Course alterations
- Approval of the Greens budget
- Annual staff wage and salary review
- The staging of national or county events
- Policy on Golf Societies
- Staffing levels

Maintenance tasks have a greater priority than development tasks.

Development Roadmap

Kanban

We use Kanban as our management method for all course development projects. Kanban is a “pull” system – meaning that an upstream task is not started until a downstream task has completed. Key Kanban principles are:

- Visualise the workflow
- Limit the work in progress
- Focus on flow

We use an online Kanban Board. The Board shows work progressing from left to right – from “To Do” through “Doing” and finally into “Done” states. Work is broken down into manageable tasks.

Taxonomy

Epic: A large chunk of work that takes longer than one month to complete, usually needs to be broken down into many features

Feature: A collection of work/functionality that delivers value (to the club), usually broken down into several user stories

User Story: A short, simple description of the work that must be done to create and deliver a feature

Task: A breakdown of a User Story into smaller activities that need to be done in order for the story to be complete. A task is usually sized to take a day to be delivered

Defect: An issue with functionality which produces a flaw on the course

Non-Functional Requirements: A requirement related to the performance, scalability, reliability, maintainability of the course

Spike: This is a time-boxed investigation which will enable a story to be further understood and estimated

Sprint: Is an event lasting one week. There are no gaps between Sprints. There are 52 Sprints per Course Year. A Sprint represents an increment of work. Tasks are performed within a Sprint. Consequently, Stories and Features may take many Sprint iterations to be delivered. Maintenance and development tasks co-exist within the Sprint, with Maintenance tasks having priority over development projects

Course Backlog: An ordered list of everything that might be needed for the course and is the single source of requirements for course maintenance and development work

The table below presents an overview of the course development work.

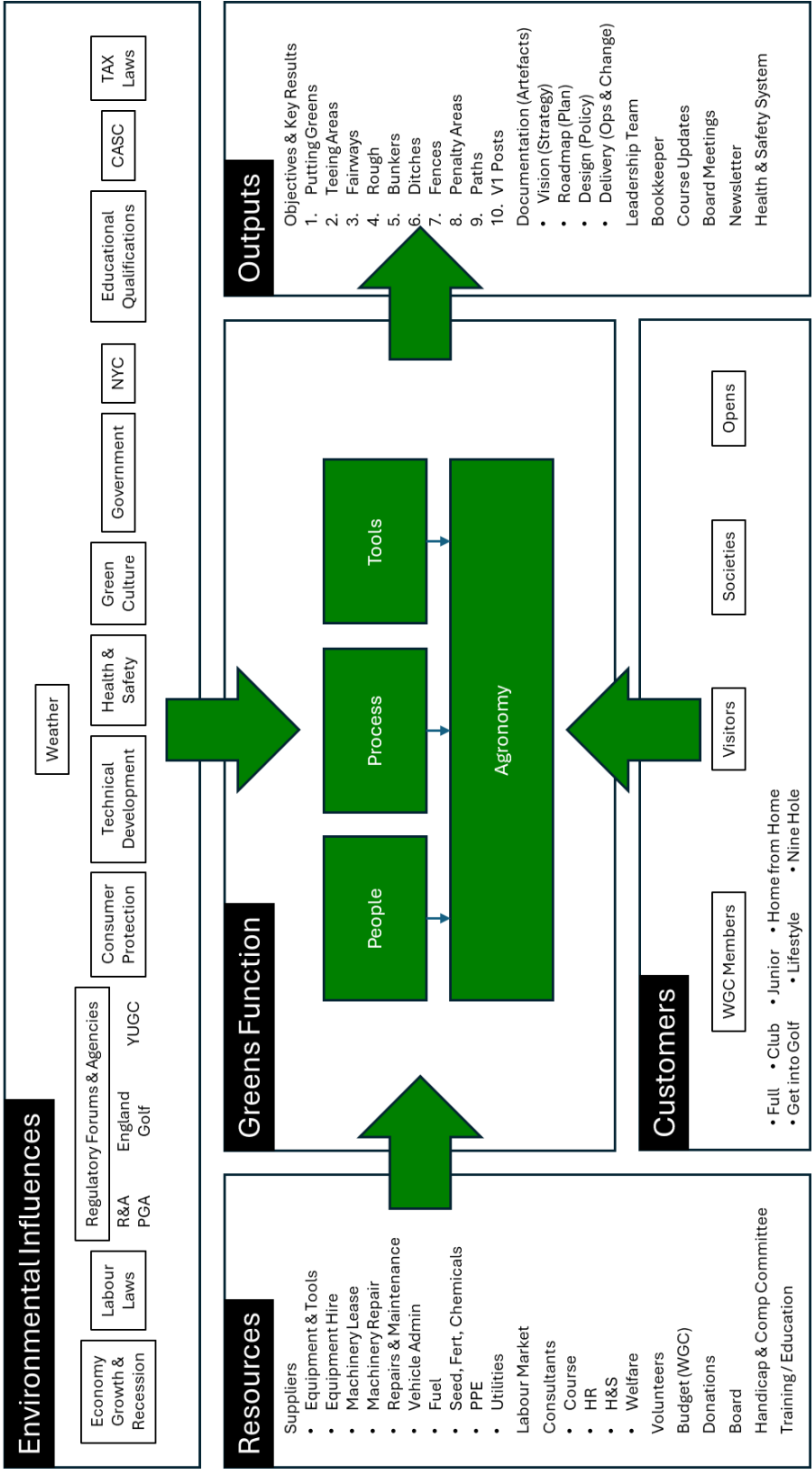
EPIC	FEATURE	STORY	TASK
Drainage Improvement Programme	Year 1	8th	Remove Aquadyne blocks
			Dig trench
			Line trench with gravel
			Lay perforated pipe
			Cover with gravel
			Cover with Rootzone
			Returf
			Roll
		11th	Produce design
			Excavate ditch
			Line ditch
	Year 2		
	Year 3		
	Year 4		
	Year 5		
Bunker Refurbishment	Location	Record current position and size	Identify specialist
			Site visit
			Audit report
		Identify new position and size	Identify specialist
			Overhead plan view
			Evaluation
	Design	Identify design for CH & WH sides	
		Identify design for NL side	
	Engineering	Define build specification(s)	
	Build	Year 2	Hole 1
			Hole 2
			Hole 3
		Year 3	Hole 4
			Hole 5
			Hole 6
			Hole 18
		Year 4	Hole 7
			Hole 8
			Hole 15
			Hole 16
		Year 5	Hole 9
			Hole 10
			Hole 11
			Hole 12
	Tee boxes		Raise White Tee box

12th Hole Redesign	Fairway	As CO, I want to increase the risk to those"going for the green" from the tee and to improve the safety for players moving to the 13th tee boxes	Remove front tee
			RHS to 3rd tree
			Cut over ditch to 3rd tree
			Cut from 50 yrds
	Ditch		Remove 1st bush
			Thin out 3rd tree
			Install large drainage pipe
			Fill in to 3rd tree
	OOB		Reprofile RHS of 3rd tree
Winter Tee Construction	Year 2	As CO, I want to have permanent astroturf tees available for winter play to allow grass tees to recover	2nd
			3rd
			4th (remove odd w/tee box)
			5th
			6th (move)
			18th (red)
	Year 3		7th (red)
			8th
			15th
			17th
	Year 4		9th
			11th
			12th
2025 Season opening	As CO, I want to see more definition between holes, increase efficiency (£) without introducing too much challenge		13th
			Re-introduce SEMI-Rough bands
			Limit managed rough to 4 x bands
	Reduce tee shot carry		Introduce Tiger-rough areas
			8th
		9th	
Tee Box Refurbishment	Build new white tee box		11th
	Build new white and red tee boxes		13th
	Establish new white tee box		18th
Contingency Planning	6th Fairway	As CO, I want to have available mitigation plans, ready to be triggered, if	Define threshold point
			Identify mitigation
			Mitigation preparation
	6th Green		Define threshold point
			Identify mitigation
			Mitigation preparation

	7th White/Yellow Tee box	pre-agreed threshold points are breached	Define threshold point
			Identify mitigation
			Mitigation preparation
Water Management	To ease the use of water services and eventually cease the need to take water from public utilities		Start the information gathering exercise
Greenkeeper Facilities	Establish service tracks		9th - 12th
			13th - 14th
			Whitehouse side
	Workshop refurbishment		Bench / worksurface
			Tooling
	Team Accommodation		Office
			Mess
			Drying room
			Toilet

Supersystem Map

A picture of how the Team interacts with its external world as a system. It is used to help understand, analyse, improve, and manage the Team's key relationships. It is based on Pritchett Rummler-Brache, Business Development tools.





The focus in 2023 was "stabilisation". In 2024 it shifted to "recovery". 2025 is now about "sustaining"

Notes on Financial Management

2025 Objectives

The Club's immediate and over-riding objective is to return to a state of financial wellbeing and to do so by establishing a sustainable operating model. Consequently, the golf course objectives have been shaped to assist with this mission.

- The FY2024/25 golf course budget proposal is £169,909. It consists of two types of *outgoings*, Cost of Sales², and Overhead Expense³. Pension costs⁵ have been included into the budget calculation for the first time.

FY24/25	Budget Proposal	Account
Cost of Sales	£80,665	Golf course mtce
Overhead Expense	£89,244	Salaries, Pensions
Total	£169,909	

- On the course, a new semi-rough band shall be introduced, further increasing the effective width by pushing back the managed-rough. A handful of holes will have their fairways cut closer to the Red tee boxes. Wild-rough areas will be encouraged, left to grow naturally, to add definition to the course, improve our ecology credential, and save fuel costs. Although it should be noted that this year wild-rough will remain limited in scale.
- As climate change continues to bring wetter conditions the need to uplift our drainage capability intensifies. Drainage is probably the golfing industry's biggest threat. Consequently, we shall commence works on the 8th and 11th as part of a 5-year improvement plan – a modest start given the need for financial prudence.
- In general, all tee boxes will undergo refurbishment work. However, we plan on building new White tee boxes on the 11th, 13th, and 18th holes. In addition, six more Green teeing areas shall have astroturf installed, taking the total to fourteen as we head into next winter.
- We aim to create a Deputy Head Greenkeeper position this year. This is based on the strong advice of experts consulted. We are also T-shaping the Team members – while our Greenkeepers can undertake most tasks, specialisms shall be picked-up by individual Team members. (e.g. spraying, chain sawing, irrigation, mechanics, agronomy, etc).
- We intend to set-up two new email accounts. One for members to report course *incidents* and a second for course *requests* to be captured.

2025 Challenges

The most obvious and most immediately impacting challenges in 2025 relate to the financial challenge – returning the Club to financial wellness.

- The irrigation system's water tank is held together by straps. We shall have to tolerate this situation until either the tank fails, and we are forced to purchase a replacement, or the Club's economic situation improves.
- After improving the quality of many tee boxes, which is planned for this year, the golf course bunkers need the biggest improvement. Their strategic location, design, engineering, build, and upkeep need defining, implementing, and maintaining. We shall attempt to identify the locations for bunkers and define the design this year, at low or zero cost but effectively the bunker programme is on-hold until funds are made available.
- The programmes to systematically uplift the vehicle/machinery inventory and the workshop facilities are also on-hold this year, pending funds.
- As mentioned under the 2025 Objectives, the drainage works will go ahead but have been slowed to support the financial challenge.
- We need to document a Contingency Plan for costal erosion, specifically the 6th fairway, 6th green, and the 7th White/Yellow tee box. Key will be having an agreed and fully supported mitigation plan ready to be implemented when the agreed threshold is breached. Gaining consensus for these two items may be challenging.
- The Greens Team "bait" room is in a poor state of repair and is unfit for purpose. Despite fantastic volunteer effort to decorate the area, toilet, washing, drying, eating, and office spaces are not fit for purpose. Better accommodation is required. Finding space may prove challenging.

² Cost of Sales is "the total of all expenditures made to create a product or service that has been sold to customers".

³ Overhead Expense is "the total of all day-to-day expenses for running the business".

⁵ Pension costs are calculated at 3% of salary above the Government allowance threshold

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History Information

The table below records the changes made to the CPD.

Description	Version	Date	Author(s)
Initial DRAFTs	0.1 – 0.7	Jan – Mar 2025	JD, SM, IN
Ready for release	1.0	16 th March 2025	IN