

The sorry state of British courses in winter

By Eddie Park

ANYONE who ponders on the present state of British golf courses eventually asks themselves two questions. Why was it allowed to happen? Why has there been no proper response to the deterioration?

A number of answers will almost certainly include the lack of continuity built into the system by which we run our golf clubs. But the most important reason is simply that there is no forum or centre where these matters can be reported and collated.

When you realise the very complicated - and costly - apparatus involved in running county and national unions (mainly to lay on competitions), it seems quite scandalous that none of these committees oversees the good health of our golf courses and those who maintain them.

Of course, nobody wants to discuss the problem courses in public and people appear to join golf clubs to improve their social status, so they may not want to admit, even to themselves, that their course is less than perfect.

Greenkeepers often tell me that they know their course has problems, but it is more than their job is worth to say so in public - even less to admit that it is the daft demands made on them by unthinking golfers that cause the problems.

The price of this conspiracy of silence is that the required financial resources are not made available. By contrast, serious medical diseases are 'notifiable' - i.e. the doctor has to notify the authorities which, thereby, always have a national picture before them. What if we had to notify the national golf unions when we have thatch on golf courses in excess of two inches? I bet the research training and cash for skilled men and machines would appear like magic.

In my limited way, I have made a personal survey. The first point to strike me is that most courses

pass muster for the four summer months - the problems arise in 'winter' which, increasingly, seems to include spring and autumn as well.

The second point is that upon returning to clubs I knew well thirty years ago, how few old faces are still there. Indeed, I suspect that the majority of those who now play golf all the year round have been members for less than ten years. Older club members certainly dislike the winter more, probably because winter golf on too many courses demands more strength than they possess. There's the root cause for the lack of continuity straight away!

I set myself to compare a large number of courses with their condition thirty years earlier. I opted for that landmark because in the 1950s I was a golfing fanatic and I still have diaries and scorecards to show where I played - green fees were cheap then and I covered a large area. I selected fifty clubs from widely differing regions and of widely different types - from the great international venue to the most humble suburban municipal. I returned to take a close look at them and then I went to consult the professional at my own club, David Snell.

David is a few years younger than me, but has been very active in club golf from 1948 and is still going strong. From 1956-73, he played the tournament circuit and won the *News of the World* British Matchplay title in 1959. In other words, he's a man who has played well on many courses for almost forty years.

When we compared notes, we agreed on some pretty dismal conclusions, chief of which is that there has been a profound deterioration in British golf courses during this period. This has been manifested primarily in the ever-reducing season for enjoyable golf.

We reckoned that very soft greens (usually thatched) are to

be found on at least thirty per cent of courses with virtual monocultures of *Poa annua* even more widespread. None of this would have been true thirty years ago.

Players today would be astonished (I was myself) to realise that up to the mid-1960s there was no rule allowing for a ball to be cleaned on the green. There was no need for one.

Probably the first recorded incident of the ill effects of over watering was at a tournament in Yorkshire during the 'sixties when Dave Thomas had a ball plugged in the green and used a sand-iron to play it.

Unknown

In those earlier days, cancellation of an event was unknown unless the course was covered in snow and the condition of a course was not a normal topic of conversation. We expected to play golf all year and to enjoy it.

The essence of the game was the skill to place the ball so that we could play our shots to the green via the approach areas. If we had to carry a bunker on to the green, which would be firm for some part of the year, we would risk incurring further penalty - not like today's game with brute strength and the totally airborne shot to a holding green.

David Snell remembers, as a young man, driving down the left hand side of the 16th at St Andrews. Henry Cotton was coming up the 3rd and called out: "You can't play that hole from this side young man," and so it proved.

At the Dunhill last autumn, when St Andrews was untypically heavily 'watered' by weeks of rain, the commentators were stressing that David's route was the way to play the 16th - not with St Andrews at its great and running best, I think.

Continued overleaf...

To pick out another example, during the 1983 Open at Royal Birkdale, which was criticised as being overwatered, it never stopped raining until five weeks before the championship and the pop-ups were not over-used. The weather had the last word!

One world-class professional told me that it was like playing to greens made of mushy peas. David Snell watched Tom Watson's crucial second shot in the last round from semi-rough on the left side to the plateau 16th green and recalled: "that shot would just not have been on in the old days."

Continuing our comparisons with the 'fifties, we agreed that many courses then had wet areas that might cause the course to be closed in heavy rain, but they were due to poor drainage, which has now been corrected in most cases.

Nowadays, we see closures or temporary greens because the greens - and only the greens - are too soft for foot traffic. We may also see winter greens that have not been 'blessed' by modern treatment with excellent swards.

The twin imported obsessions of target golf and presentation (appearance) seem to have caused the worst problems. I know there is more play and heavier machinery but, with skill, this can be remedied. Excessive fertiliser and water, causing complete changes in grass population, plus the effects of other chemicals on the microbiology, are much more damaging.

We have sought to produce totally artificial architecture and swards in a British climate and we have lost *that* game. But still the fertiliser, chemical and irrigation

companies advertise and sell their products, which are potentially harmful if misused, to layman committees with no expertise.

Clubs for which autumn, winter and spring golf are no longer attractive have turned indoors to keep up revenue with a vastly expanded social side that appeals strongly to many newcomers and their families.

The club professional is left out in the cold with sales for Christmas presents being his great event between September and May. It is not surprising that many of them have sought to enter club or course management. Mind you, in general terms it is the professionals who have encouraged the concept of target golf.

Many a club has planted trees to stop amateurs getting away with fluke shots, acting on the advice of their professional. If you want to see the real effect of trees on a golf course, walk out on a frosty morning and realise how frequently a course remains closed because greens are shaded from the sun.

You will not find a really good green on a course with tall trees. Of course, I understand the argument that trees are really 'bunkers in the sky', which committees can easily plant to make up for poor architecture, but they are also wreckers of fine turf and closers of courses that could safely be open.

As usual, the bottom line is a financial one. Not just social events, but special offers to sell golf days to visiting parties. Adverts, free meals - what next?

I have consistently argued for the past twenty years that efforts to defeat Old Mother Nature are

bound to fail. We did have quite a few cushy years, but '84, '85 and now the last cold winter have demonstrated, yet again, that the British pattern of climate will always reassert itself and throw in a few extremes as well.

There may be no disease, but temporary greens seem almost universal, even in dry weather. You don't need me to tell you who carries the can for this unsatisfactory situation. However unjust it may be, the golfer feels in his bones that it must be the greenkeeper who is responsible for the demonstrably poor product on which he plays. No one tells him otherwise. No one suggests that he is playing with the wrong ball and the wrong clubs, that he and his committees demand the wrong things and then try to achieve their demands by methods that are bound to fail. The end result is that the greenkeeper is denied the training, salary and status that otherwise might be his.

There are things the greenkeeper can do. By taking part in the conspiracy of silence I have described, he is stopping any progress. Greenkeepers' associations should not just exist for golf days and lectures from salesmen, etc. They should be grasping the need to get into public relations with spokesmen to tell the unions, the clubs and especially the golfers what is wrong and what is required.

Sixty years ago there was a disaster similar to that of today. Then, as now, there were some moves from the top and the Board of Greenkeeping Research was established. The efforts faded away and the disaster was forgotten.

Not again, I hope.

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The Importance Of The Green

By Jimmy Kidd, estates manager at Gleneagles

GOLF may be said to be a game literally of immemorial antiquity. There is evidence that early in the 15th century it was so popular that legislators found it necessary to fulminate repeated statutes against it, principally because it was interfering with the more important accomplishments of archery, thus tending to impair the military efficiency of the people.

Centuries later, the game was denounced by the Scottish piety who decried the pastime 'gowf' as infringing on the sabbath and hindering, this time, the 'good fight against the devil.'

Against all odds, the game continued to thrive and expand its popularity into the middle of the 18th century, at which time the gentry of the land often laid down the gauntlet over dinner. Challenge matches of all forms – 'fourballs on the green' or 'the least number of strokes from the town hall to the steeple' – proved that, at the time, the green was the least important part of any game of golf. It was the bet and the pre and post game dinners, where challenges were laid down and scores settled, that were all important.

But, by the middle of the 19th century, the game was revelling in its popularity and new societies with a clubroom and a green close by were being formed at a furious pace on top-quality land.

While local authorities wanted to provide golf for all the people at the cheapest possible rate, commercial enterprise viewed the game's popularity with an eye to profit. They set out to provide accommodation in the very best hotels with first-class golf courses offering varying degrees of difficulty for all, to the delight of the top-class golfer to the veritable first timer wishing to record his first game of golf on a classic course.

Professional golfers and architects were in great demand. The very best of prospective golfing territory was

bought up and transformed into all manner of golf holes with the architects' marks of identification still in existence today.

A golfing annual of 1901-02 lists some 1,400 clubs out of 2,695 in the world to be in the UK and all with membership lists, secretaries, annual subscriptions and professionals of golf, often doubly employed as 'keeper of the greens.'

The green was, by now, becoming the most important part of the game. Societies had recognised that a permanently employed keeper of the greens was a necessary part of any club's expenditure.

To this end, some very good golfers were taken from their clubs to maintain others. Old Tom Morris went to St Andrews from Prestwick in the 1860s for the handsome sum of £50, cheap at the price when you look at the work done by the revered gentleman, not only on the famous links, but as an architect in his own right on many more.

Knowledge

The best keepers of the greens then and today had to have an attendant knowledge of what was required in the best interests of the game. Courses were stretching as the membership lists increased and the quality of the equipment improved. The bound ball was harder, firmer, flew further and iron clubs became much more the order of the day.

None of these improvements did the courses a lot of good. In fact, the iron club probably created the bunkers in the drop areas of many links courses. Constant erosion of the broken surface by increased traffic round holes and teeing up within six club lengths of the previous hole did nothing for the drainage qualities of the 'green.' Teeing areas had to be introduced, greens had to be

sanded to improve drainage and fairways patched with seed and soil to preserve the links.

The beginning of the 20th century was a time of great debate – on the values of fertilisers for grass growth promotion, from seaweed to soot, bone meal to dried blood or both. The 'greens' were debated in the clubroom then, as today, the length and breadth of the country.

This debate is alive and well in the dying years of the 20th century, just as are the ideas and ideals of today's greenkeepers who manage some of our very best golf courses, recognised the world over for the quality of the architecture and protection of the natural experience of a game of golf in the UK.

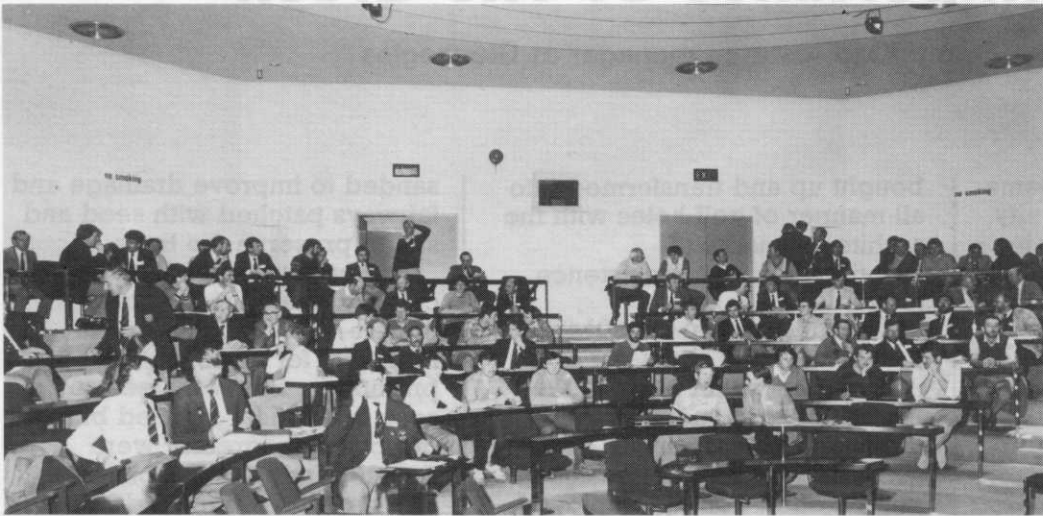
Our courses are not overly manicured, but managed in harmony with nature, allowed to dry out at times to preserve the natural species of grasses indigenous to the area, drained to take the water off the top few inches as quickly as possible, allowing the soil to dry out and heat up quickly, especially in the spring as this is the essence of early growth.

Courses are fertilised little and often today, with similar organic nitrogen sources as our mentors at the beginning of the century, providing consistent steady growth. Automatic irrigation systems act as an insurance against the house/green being burnt down, with watering used merely to keep the plant alive.

The aim today, as in the past, is the provision of lean hungry grasses able to withstand the uncertainties of our climate – grasses working for the keeper of the greens instead of him working for them.

The maintenance of our golf courses has reached the age of high sophistication, with all manner of high work rate machinery for a multitude of operations to cope with and provide for golf's continued popularity the world over.

E.I.G.G.A. AT WARWICK



Above

Outgoing EIGGA Chairman Bill Lawson congratulates incoming Chairman David Low on the award of his Diploma.

Right

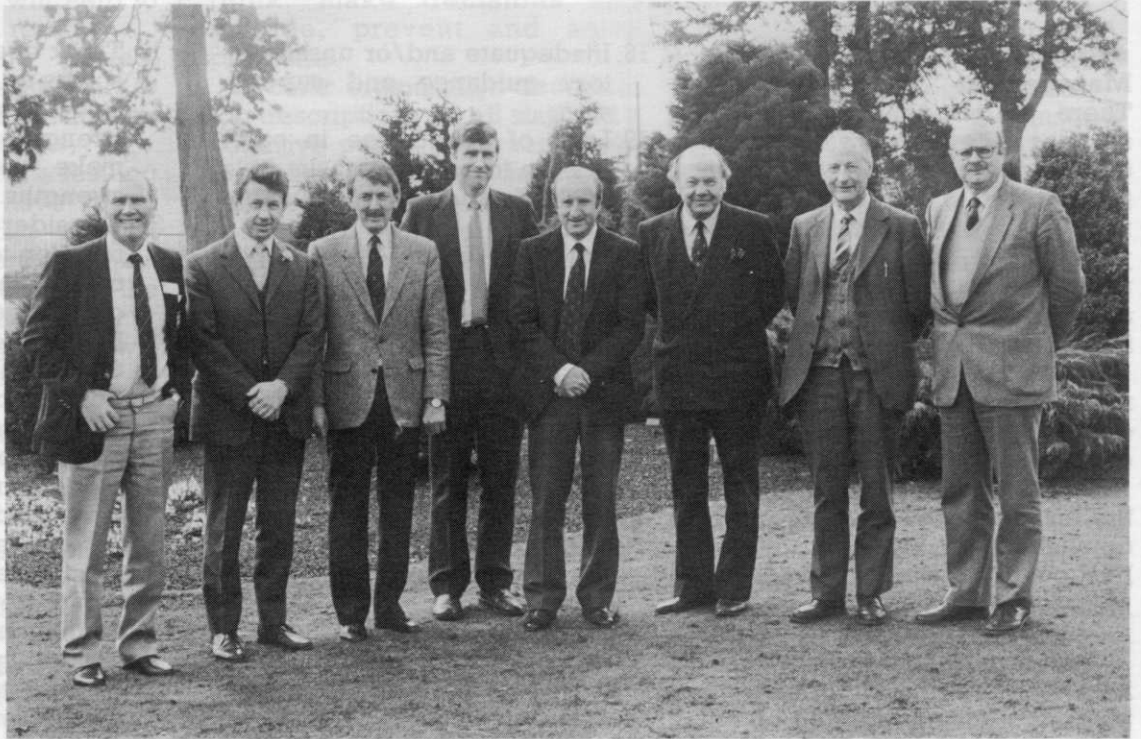
Guest speaker Sir Rex Hunt admires a gift from EIGGA.



Left

General Administrator Danielle Jones presents Bill Lawson with a decanter in recognition of his services to the Association.

ELMWOOD CONFERENCE



Above

From left to right; Walter Woods (St Andrews), Mike Taylor (Elmwood College), Howard Swan, George Shiels (Wittle College), Nick Park, Keith MacKenzie Tom Kavanagh (Kinsealy Research Station), Peter Hayes (S.T.R.I.).

Right

Keith McKenzie OBE M.C. Conference Chairman and President of the Golf Foundation.



Man management

By Geoffrey Athill

● Problems In Man Management

There is an almost unlimited number of causes of weakness in the management of staff from favouritism to rigid discipline, from lack of understanding of people and human relations to undue tolerance of the whims and idiosyncrasies of the individual.

Most causes of weakness revolve around the personality, competence and leadership qualities of the manager.

Here are some of the problems the manager may have to rectify or alleviate in order to get the best out of his staff.

1. A fear of infringing the statutory rights of workers.
2. A fear of being unpopular.
3. Lack of clearly defined objectives and of a clearly defined policy to meet those objectives, resulting in muddled thinking and lack of specific direction.
4. Lack of adequate planning.
5. Lack of involvement of staff in matters that affect them personally.
6. Lack of interest in people as individuals, in their careers, work problems and achievements.
7. Inability to communicate effectively.
8. A feeling of insecurity resulting in an aggressive attitude.
9. Failure to liaise with other managers.
10. Lack of co-ordination between departments.
11. Lack of direction from superiors.
12. Lack of support from personnel staff.
13. Inadequate resources - finance, space, equipment, supplies, etc.
14. Consciousness of status.
15. Inflexibility of ideas: unwillingness to exchange ideas, to consider and accept other people's ideas.
16. Shirking of responsibility in solving problems that arise.
17. Inadequate and/or unsatisfactory delegation.

18. Inadequate and/or unsatisfactory guidance and supervision.
19. Lack of confidence in other people to carry out tasks.
20. Lack of adequate and suitable training.
21. Inflexible rules and regulations.
22. Lack of attention to safety.
23. Lack of control of individual workloads.
24. Failure to train a subordinate as a deputy who will subsequently be able to take over when the manager moves on.
25. Failure to cover for absence of staff so that certain tasks are not completed on time.

Each manager must assess his own performance against these criteria and decide which faults are within his power to rectify and which are outside his control. By eliminating those faults that are his concern, he may well find that other faults outside his control are somewhat mitigated.

● Handling People

The secret of handling people, i.e. getting the best out of them, is understanding them as individuals. It is time-consuming, exhausting, can be frustrating and irritating, but is eminently worthwhile for both personal and organisational satisfaction.

How do you 'handle people'?

First, you must examine yourself, your personal qualities, attitudes, strengths, weaknesses, methods of approach and achievements. The person who 'believes in calling a spade a spade' may get results because he has other attributes that mitigate the effects of this blunt approach.

On the other hand, it may cause resentment, which will quickly become apparent in the deteriorating efficiency of the department if not in the hostile attitudes of individual staff. A few basic rules for getting the best out of people generally - not only staff - may be useful to the young manager.

1. Think of and talk to each person as an individual.
2. Look for each person's strengths and weaknesses and make the best use of the strengths.
3. Consider each individual's reaction to your approach and try to adapt your approach to get the best reaction.
4. Discuss topics in such a way that ideas are produced or appear to be produced by the other person. They will take a far greater interest in making ideas work if they think they have produced them.
5. Set out to create a happy atmosphere in the office, section or department. A stranger coming in should be able to feel it immediately.
6. Encourage people to 'stand on their own feet', i.e. to have confidence in their abilities, but at the same time let them know that you are willing to discuss their problems.
7. Guide people in overcoming their difficulties - do not solve their problems for them.
8. Ensure that communications are complete, accurate, timed correctly, given in the right form and clearly understood.
9. Ensure that each member of staff has a development programme, however simple.
10. Show appreciation.
11. Treat unsatisfactory work as a mutual problem to be solved together i.e. by you and your subordinate.
12. Never criticise anyone in front of other people.
13. Give instruction in the form of a request, not an order.
14. Always give deadlines for the completion of a task or part of a task, or the fulfilment of an instruction.
15. Insist on deadlines being met or an explanation being given in good time if they cannot be met.
16. 'Stretch' people a little, but do not thrust them 'out of their depth.'
17. Fulfil all promises.
18. Set standards and never criticise anyone for doing something you do yourself,

- e.g. arriving late at work.
19. Never ask anyone to do anything you have not done yourself or would not be prepared to do yourself.
 20. In times of stress, be prepared to help with menial tasks if – and only if – this will help to achieve a desired result.
 21. When delegating duties, delegate adequate authority to fulfil them and ensure that appropriate people know.
 22. Do not handle queries relating to duties that have been delegated to other people; show your confidence in them by referring the queries to the subordinate concerned.
 23. Ensure that your own knowledge and skills are as good as you can make them, but do not be afraid to make the best possible use of other people's abilities to achieve your objectives – and give credit to the people concerned.
 24. Encourage liaison with other departments.
 25. Insist on adequate induction training (including safety regulations and procedures) for all new staff and updating training for existing staff.

The value, or otherwise, of holding staff meetings has to be considered carefully. When a large number of people meet together for discussion, little is achieved as a rule. On the other hand, such a meeting does give each member of the staff an opportunity to identify with the department.

On the whole, smaller meetings of section staff, with section heads attending meetings with the office manager, are both more practicable and more worthwhile, provided there is a real reason for the meeting and it is not treated as an opportunity to air grievances.

It might also be valuable for the manager to attend the section meetings in rotation, so that he gets to know staff with whom he is not normally in contact and they get to know him. This also gives the manager an opportunity to assess individuals – knowledge which might be useful later in discussion with immediate subordinates.

● Delegation

A good basic rule for delegation is 'anything that can be done by

anyone else should not be done by me'. Far too many managers spend time doing things subordinates are paid to do. The ultimate result of this can only be that the manager has insufficient time to do what he is paid to do – think, make decisions and foresee, prevent and solve problems.

A clear organisation structure, job descriptions for all staff and a cohesive policy for meeting objectives all make delegation easier. It must be made clear that responsibility can never be delegated. The top man is always responsible for the success – or otherwise – of his department. He can, and must, delegate authority. The root of successful delegation is, of course, a happy, well-trained, adequately skilled, interested and involved staff.

The process of delegation really starts at the stage of function analysis and involves the following steps.

1. Determine what activities are involved in fulfilling each of your responsibilities.
2. Assess the approximate amount of time spent on each type of activity.
3. Decide which activities only you have the knowledge and expertise to carry out.
4. Decide which of the remaining activities subordinate staff are qualified to carry out and allocate them as duties to the appropriate people, depending on the volume and level.
5. Decide who is best qualified to carry out remaining duties, given appropriate training, and make arrangements. This can be approached either on the basis of those activities for which training can most easily be given or on the basis of the most time-consuming activities that will mean greater relief for you. It is important to set target dates for the complete handover of activities and to review progress regularly.

The steps listed above may be regarded as the general principles of delegation. The day-to-day procedures are as follows.

1. Decide who is the right person to carry out the task.
2. Decide what preliminary investigation/organisation is necessary, if any.

3. Decide what authority is needed by the person who is to carry out the task.
4. Decide what controls for monitoring progress are needed.
5. Decide what possible problems might be involved.
6. Set a deadline for completion.
7. Decide what explanation/instruction is necessary.
8. Decide whether the instruction should be given face-to-face, on the phone or in written form.
9. Allocate time for explanation and arrange with the subordinate.
10. Give the necessary explanation/instruction clearly and concisely. Make sure all information is given. Ensure the person concerned knows exactly what is expected of him.
11. Thereafter, forget the task except to check the monitoring system.
12. Keep the person informed of any changes that may affect the work in progress.

● In Conclusion

'A good department runs itself.' This statement is not really true because situations are never static and crises occur which only the manager can handle. Nevertheless, one of the basic criteria for judging the efficiency of the department is whether the level of the department's competence is the same when the manager is away as when he is there. Properly conducted delegation at all times is the secret.

Finally, ask yourself the following.

1. Under what circumstances do you work hardest?
2. When are you most enthusiastic, efficient and determined?
3. What circumstances discourage you?
4. Do you have any problems with your staff? If so, try and analyse the problems and reasons why they exist.
5. Do you have any problems with your greens committee? What are you doing to overcome these problems?

Be honest with yourself and good luck!

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Turfmaster Turn Around

The first Turfmaster machines have left the new Gainsborough factory!

Following the problems of the Marshall Group, which caused Nickerson Turfmaster to be placed in receivership, the assets were bought last November by Turfmaster Machinery, a wholly owned subsidiary of Harlow Agricultural Merchants.

The entire stock and machinery were moved to a new factory and the machines have since been updated.

The workforce, which had dropped to ten prior to receivership, has now risen to 19 and is increasing. It is expected to be 25 by the year end.

Sales of the 84, 360, 375 and 390 have proceeded faster than expected and are currently above the total for last year.

Turfmaster has also been investigating the export market and orders for over 30 machines have been received.

Research and development has been stepped up, building on research undertaken by the old company, and new models will be unveiled at Windsor in the autumn.

For further information, contact Turfmaster Machinery, Corringham Road Industrial Estate, Gainsborough, Lincs DN21 1QB. Tel: Gainsborough (0427) 4776.

Just Right For Compact Tractors



The TR84M mid-mounted hydraulic reel mower has been developed at Huxleys' factory in Alresford, Hampshire (tel: 096273 3222) to answer the growing demand for a mid/rear mounted combination that can be easily attached to, or removed from, a compact tractor.

Once the mounting brackets have been fitted to the tractor, catches enable the mower to be coupled up, or detached, by one man in less than ten minutes. That leaves the tractor free for fitting other attachments, such as a backhoe, trailer or rear-mounted rotary mower.

In addition, Huxleys' TR84M

A mid-mounted hydraulic reel mower from Huxleys - the TR84M.

provides the benefits of a manoeuvrable hydraulic ride-on triple mowing machine. The unit has a self-contained hydraulic drive system powered by a gear pump mounted on the tractor's pto shaft.

The TR84M comprises three, pivot-mounted cutting units with two reels mounted either side of the tractor between its front and rear wheels, with the third attached to a frame mounted on the tractor's rear three-point linkage. The rear frame also carries the five gallon oil reservoir, supplying the machine's independent hydraulic drive and control system.

Each of the three mowing reels measures 30in wide, giving a maximum cut width of 84in. Cutting units can be raised independently from the driving seat. The two forward units lift to give an overall transport width of 57in and reel drive is cut-off automatically when any one of the three units is raised for either transport or use in confined areas.

The remote control assembly also controls reel rotation, enabling forward, neutral or reverse directions to be selected at the touch of a lever.

At a forward speed of 6mph, the TR84M is capable of mowing up to 3.8 acres an hour. The price, complete with fittings for attachment to a Ford 1210 or Kubota B7100 HST tractor, is £3,900 (excluding VAT).



Happy days at Turfmaster Machinery (photo: courtesy Gainsborough News).

People, Places, Products

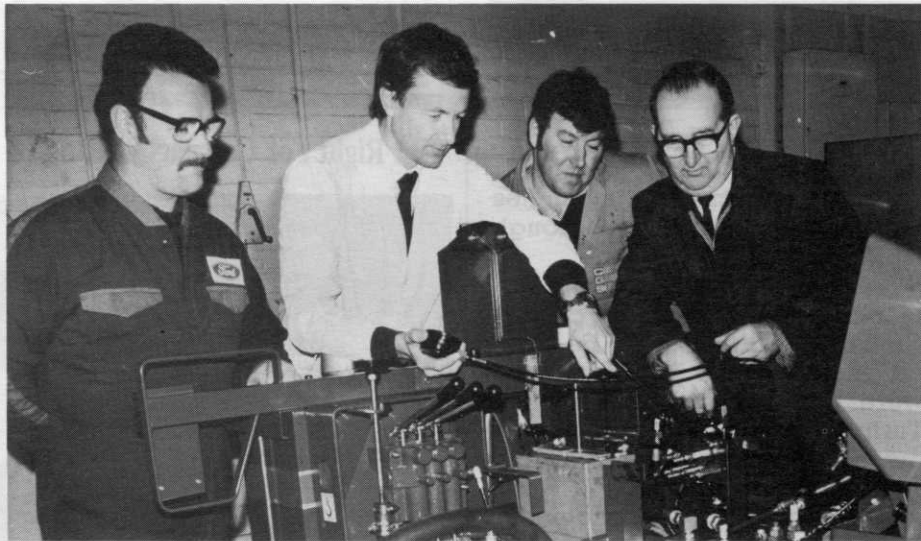
As part of a five-year development programme Maxwell Hart recently entered into, a northern sales and distribution centre has opened in Warrington, Cheshire.

Equipped with the latest office and warehousing technology, the centre has a direct link line to the main headquarters computer-based customer service system, allowing personnel to answer queries, process orders and organise deliveries quickly.

Extensive warehousing carries comprehensive stocks of turf maintenance and sports equipment. The centre covers some 5,000 sq ft and is located within easy reach of the M62 and M6.

For full details, contact Adrian Bates or Eric Ravenscroft at Maxwell Hart, Northern Sales and Distribution Centre, 17 Adlington Court, Birchwood, Warrington, Cheshire WA3 6PL. Tel: Padgate (0925) 825501.

Since entering the UK tractor market in 1976 with its range of compact and low-horsepower tractors, Kubota (UK) has sold over 10,000 units. Tractor number ten thousand, a Kubota B8200 HST (hydrostatic-transmission), was sold to the East Sussex County Council by Paice and Sons of East Grinstead - Kubota dealers for ten years and responsible for sales of near-



Peter Whurr (second left) goes over the 350D's hydraulic systems with three representatives from as far afield as Aberdeen, Amersham and Grimsby.

ly 1,000 units.

To celebrate this milestone, a handing over ceremony took place during the BGLA (British Growers Look Ahead) exhibition at Brighton recently.

In addition to on-site training given by Ransomes technical staff, since the end of October to early April nearly 200 service engineers from the company's dealers, local authorities and contractors have attended three-day courses at Ransomes. Most of the time is taken up with instruction by technical staff on hydraulic systems. Practical work includes creating faults for students to rectify.

Rocraft has changed the design of the Power 5 Gang Mower.

The cylinder bearing housings and adjusters have been redesigned and quick roller height adjusters are now fitted as standard. Alterations in height of cut can be made by removing a spring clip and replacing it in an alternative hole.

New wider alloy attachment links give greater support to the individual cutting units, without any increase in weight. Bolt-on attachment plates allow for ease of maintenance and a complete unit can be changed in minutes.

Also redesigned is the front layshaft mounting, which allows V belts to be replaced without removal of mechanical parts.

For agency and demonstration details, phone Mr Rumsey on 022 885778.

The fourth Kubota Golf Challenge, to be held at the Belfry on October 7-8, will again be contested by teams of greenkeepers, stewards, golf writers and secretaries. In 1983 and 1984, the secretaries proved the strongest team, but last year the greenkeepers overpowered them in the final by six matches to two.

Further information from Peter McEvoy, Sporting Concepts, 9 Imperial Square, Cheltenham, Gloucestershire GL50 1QB. Tel: 0242 584133.



Celebrations on the Kubota stand with machine number 10,000!