



A fine example of strategically placed hazards

five holes and only 44 (originally just 29) bunkers. The key to Augusta's defences is for anyone looking to attack these awkward pin placements (not just to score well, but to avoid almost certain three-putting, on heavily contoured greens) a second shot needs to be played from close to a strategically located fairway hazard, at drive length. This simple strategy is truly effective, as usually only a few usually break par.

04

Improving Strategy on an Existing Golf Course

Every hole should have a discernible strategy, ideally one which is readily apparent from the tee, although on some holes it may be desirable to deliberately confuse the strategy in some way, to keep golfers on their metal, and provide increased variety.

Although bunkers are clearly the most common and arguably most effective elements for creating a positive strategy for a golf hole, consideration should be given to the use of all other existing and potential site features, particularly if these are effective substitutes and as a way of reducing maintenance costs.

Topography is probably the most under-rated element in promoting golfing challenge and interest. Subtle undulations around a green can add considerably to the complexities of the short game, demanding both imagination and a range of skills.

A hollow immediately in front of a green can often have a greater impact on scoring than a bunker in the same situation. A bunker, with its strong visual presence, assists both in judgment of distance and promotes taking enough club, whereas an innocuous looking hollow may leave a golfer undecided whether to positively carry, or to try and run the ball in. Uncertainty breeds mistakes.

The Valley of Sin immediately in

front of the 18th green on the Old Course St Andrews, is a good example, particularly as Out of Bounds lurk behind the green, thereby inhibiting taking more than enough club. In similar situations (and on built up greens), visible bunkers at the back of a green can provide a similar strategy.

Where heavy watering of greens and approaches is standard practice, the short-game options are much reduced, however, hopefully this is becoming less prevalent. Bunkers right across the green approach, provide only one option, the aerial route, thereby eliminating both choice and employment of short-game skills.

Separate Target Areas within a Green with variable degrees of accessibility (usually by a combination of separate levels, more complex plan shape and related bunkering), especially when co-ordinated with the overall strategy of the hole, can be exploited to set-up the hole differently for particular events. A hazard impinging on the approach from one side of the fairway and a hazard at drive-length from the opposite side provides a simple but effective strategy.

Diagonal Orientation of Hazards and Target Areas create positive strategic design within a golf hole. Such principles are exemplified by the 192 yard Par 3, 15th Hole at North Berwick, (see Diagram 1), the most frequently copied hole in golf. With both its green and dominant front bunker being diagonally orientated to the line of play and the land form at the front right side of the approach, feeding the ball towards the putting surface, it is possible to play the tee-shot in a number of ways, giving the hole considerable golfing complexity and interest.

Shaping of Fairways to Promote Strategy is much more common now than it use to be, especially on courses used for televised events, but still often overlooked at many clubs. A good example is on the approach to the 17th at Wentworth,

by narrowing and swinging the fairway, here, further to the right and letting the grass grow thicker on the knoll, the "window" for being able to run the ball in has been considerably reduced, while only a ball carrying the knoll (requiring a much more positive and risky shot) will find the green.

05

Other Practical Design Issues

The value of a hazard is in the way it influences the playing of a hole or an individual shot and the psychological effect upon a golfer's mind immediately before and during the stroke. A provocatively located bunker clearly has much greater impact when visible. Ending up in a blind hazard is an extreme irritation to golfers.

On sloping sites a bunker if located on the high side of a green, especially if also just short and slightly impinging onto the line, will control the approach to a green. There is little need to locate bunkers on the low side of a green (unless to stop a shot running into worse trouble) as the shot as the shot has already missed the target and the golfer faced with a difficult next-shot. On many existing courses, limitations of space prevents the use of multiple bunkers and the provision of a wide range of lines. Also, such an approach could lead to an adjacent fairway becoming an attractive alternative route for the approach-shot for some. Care needs to be taken not to exacerbate safety problems especially at the boundaries of the course.

06

Golfing Skill

This comes in many forms. Long hitting is clearly a skill and brings obvious rewards, however, there are many other golfing skills, which should be equally valued. These include, having the ability to judge distances exactly and select the right club accordingly; to be able

to strike each club in a consistent manner (line and length); having the ability is to be able to shape shots at will, to suit the strategy of the hole and prevailing wind conditions; being able to impart sufficient backspin, as is being able to judge run. An accomplished short-game can more than make up for deficiencies, elsewhere.

Because golfing skill comes in many forms, an objective of a golf course architect is to provide a wide variety of different examinations within the course of a round of golf. Some holes will clearly favour long hitters, while on some holes distance is not a significant factor, but accuracy and being able to hit a predictable line and distance, is.

Golf is a selfish game and there are many who believe hazards should be placed to catch others, but not themselves, (especially by long-hitters), thereby emphasising their particular prowess.

All golfers welcome a measure of challenge, providing it is within their abilities. Accomplished golfers, relish a searching examination of their golfing skills, but the novice, the inaccurate, or the weak hitter, need to find a way of playing the hole without having weakness exposed and punished on almost every shot, thereby allowing an enjoyable game (even if their scores are modest).

Strategically designed holes allow golfers of every level of ability to choose the most appropriate route between tee and green to suit their particular game. As a golfer's game improves or declines, it allows for adjustments to ambitions (and lines) to be made accordingly, ensuring the potential for maximum enjoyment from the game. Flexibility is the essence of strategic design, conversely a penalty designed hole is essentially inflexible.

Chris Stanton is a graduate of the British Institute of Golf Course Architects

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As the Tourist Board's publicity blurb says - Whether your preference is for sand castles or real castles, it is likely that you will find plenty to keep you entertained in Angus and Dundee.

The region has a number of star attractions including Glamis Castle, Arbroath Abbey, Frigate Unicorn and Discovery Point, featuring the ship which took Captain Scott to Antarctica.

For those seeking outdoor activity, the area has a number of country parks featuring a variety of wild life, as well as some of the most beautiful glens in Scotland. At the Montrose Basin Wildlife Centre you can take in the unparalleled view of Scotland's prolific wildlife using quality telescopes. In Glen Isla local beauty spots include the spectacular "smoking waters" of the Reekie Linn waterfall. In Glen Clova the road

peters out below the crags, but it's just the beginning of a great day out for geologists, bird watchers, botanists and mountain bikes. The Whisky Road once used by smugglers can still be seen at Glen Lethnot, and the Retreat Folk Museum in Glen Esk offers a tantalising glimpse of bygone days.

There are also plenty of facilities to keep the kids occupied, including one of the biggest and best equipped leisure centres in Scotland at the Olympia in Dundee, Peter Pan's "birthplace" in Kirriemuir and the Seafront Pleasureland in Arbroath. At Shaw's Dundee Sweet Factory you can see the sweets being made, and sample them afterwards too! Dundee's eight miles of picturesque waterfront includes more than three miles of safe sandy beaches - at Broughty Ferry and Monifieth.

Shopping is still a pleasure in Dundee and Angus, with excellent high-street shopping in Dundee on offer as well as boutiques and craft shops in smaller places like Broughty Ferry, and craft and antique fairs held regularly in Arbroath, Forfar, Dundee and Edzell.

If you would like to know more about the non-golfing attractions of

Carnoustie Country, call Angus & Dundee Tourist Board on 01241 872609 or Carnoustie Tourist Information Centre on 01241 852258 for a free brochure. But there is no better way to discover what's on offer than to come and experience it for yourself.

The tournament itself will be the usual blend of great golf, superb apres-golf topped off by a prize table which would put that which belonged to game show legend "Sale of the Century" to shame.

The now traditional barbecue will occupy the Monday night with sizzling magic, to complement the sizzling sausages, from a visiting magician. The banquet night will have a Scottish flavour and entertainment supplied by after dinner speaker Emil Tacholek who, in addition to being a superb Scrabble score, has a fine reputation as an entertainer.

Anyone wishing to enter the National Tournament in association with Scotts UK Professional should complete one an entry form or contact Sarah Sowerby at BIGGA Headquarters on 01347 838581.

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BIGGA IN ASSOCIATION WITH SCOTTS

Tony Rees looks at the Health & Safety requirements for tools, mowers, tractors and any other equipment that is used around the course and workshops.

On your guard

The legislation that covers these pieces of equipment that is the Provision and Use of Work Equipment Regulations 1992. The regulations came into force from 1 January 1993 for new equipment and from 1 January 1997 for existing equipment already in use.

General duties for all equipment

Work equipment is widely defined and includes everything from simple hand tools to vehicles and complex installations ie a screwdriver, a tractor and an oil refinery are all work equipment at any workplace - not just factories.

The general duties require employers to: Select suitable equipment for use, and ensure it is only used where suitable.

Maintain all equipment in a safe condition and keep maintenance logs up to date where they are provided.

Restrict the use, modification and repair of equipment involving a specific risk to authorised persons.

Provide information, and where appropriate written instructions for use.

Ensure that users and their supervisors are adequately trained for the purpose of health and safety.

All work equipment provided for use for the first time after December 31, 1992 shall be manufactured in conformity with relevant EN standards, which replace existing British Standards.

Additional duties for machinery

Provision of Guards.

The Factories Act 1961 was for many years the basis of standards, summarised in the requirement that dangerous parts shall be securely fenced.

The equivalent requirement in the Work Equipment Regulations is that access to dangerous parts shall be prevented, or movement stopped before a person enters a danger zone. It applies to all work places and all machinery.

A hierarchy of prevention is listed including:

Fixed Guarding; Other Guards or devices; Jigs, work holders or protection devices; Information Instruction, Supervision and Training.

Case law has determined that:

"Machinery is dangerous if it is a reason-

ably foreseeable cause of injury to anyone acting in a way in which a human being may be reasonably be expected to act in the circumstances which may reasonably be expected to occur."

It is anticipated that case law from decisions made under the Factories Acts will ensure the new regulations are interpreted to require a similar standard of safe guarding in the future.

A series of Special regulations were introduced in the past to mitigate the full effect of the factories Act requirements, to allow certain pieces of machinery to operate that would otherwise be illegal. These include:

The Abrasive Wheels Regulations 1970; The Horizontal Milling Machines Regulations 1928; The Woodworking Machines Regulations 1974.

The guarding requirements of these Regulations have now been repealed, although sections related to training, noise etc remain in force at present.

Provision of other safeguards

The Work Equipment Regulations extend to all aspects of equipment safety. Other hazards, not previously covered by earlier legislation include:

Articles ejected or falling from the equipment (tools, Work-piece); Disintegration of the equipment (bursting grinding wheel); Hazards from fire, explosion or discharge of gases and dust (chemical reactions, operation of relief valves etc); Extreme temperatures (steam pipes, refrigeration plant); Controls for normal operation, emergency stops, readily accessible, all clearly visible and identified; Control Systems designed to minimise failure to danger; Provision of systems for isolation of power sources; Clamped or fixed to ensure stability of equipment when in use; Provision of adequate lighting for safe use (including maintenance); Maintenance to be arranged when equipment is shut down wherever reasonably practicable, or safe systems of work adopted; Provision of markings or warnings where appropriate.

Practical guarding of machinery

The current basis for design of machinery guarding systems is the British Standards BS 5304. This is being progressively replaced by a series of harmonised European standards which will cover different aspects of design.

There will eventually be three series of standards:

A Standards - basic principles of concepts common to all equipment

B Standards - relating to elements that may apply to certain equipment eg. for surface temperatures markings hydraulics etc.

C Standards - relating to a specific class of equipment or machine.

Classification of hazards

The British Standard BS 5304 classifies machinery hazards by the nature of the injury, or the way in which the harm is done.

Crushing injuries, between parts of machines or parts and fixed obstructions (such as walls); Contact injuries, with sharp cutting tools; Entanglement injuries on rotating equipment; Impact by ejected components or machining fragments; Burns by hot surfaces.

Types of guarding

Four main categories of guard can be identified:

Fixed guards, properly secured in place by means of a tool that is not readily available to the operator.

eg Any enclosure permanently fitted around machinery.

Interlocked guards, where the guard is secured by a means that is connected with the machine operation. A effective interlocked guard must meet two criteria:

The guard cannot open until the machine is at rest, and the machine cannot be started until the guard is secured.

The standard of interlock design must take into account the risk, that is, the nature of the hazard and the frequency of approach.

eg The normal guard for a power press; Many access panels into machine enclosures; Key exchange systems for interlocking different parts. Automatic guards are linked to the machine movement and operate to ensure there is no obstruction in the danger area often by a "sweeping" movement prior to closure of a press, eg. Guards for a large automotive panel presses.

Trip Devices serve to prevent danger by interrupting the dangerous motion before injury occurs eg. by shutting off power and applying a brake. eg. Instant stop for drilling machines, pressure mats. Photo-electric systems.

As part of a review into the best way to manage BIGGA Headquarters in the future, the Headquarter's Management Team decided to determine the relevance of Investors in People to the long term aims and objectives of the Association.

FUTURE INVESTMENTS

What is Investors in People?

Investors in People (IiP) is the National Standard for the effective investment in the people in a work place. IiP sets the framework for integrating people management with a business plan by creating a culture of continuous professional development. This, in turn, can lead to a better qualified, happier, better motivated work force, which leads to less staff turnover and better customer care. For BIGGA, a happier better trained, well motivated Headquarters Staff means improved performance, better response times, better productivity and improved service to members.

Why is BIGGA doing it?

As I intimated above, the BIGGA Headquarters Management Team have been looking at ways to improve the service to members through better customer care, increased sponsorship and maximisation of profit. This could be achieved by:

- Becoming more competitive.
- Managing staff in a way that improves flexibility and profitability.
- Investing in training and development of staff.
- Communicating the aims and objectives of the Association to all staff.
- Enhancing performance by having a 'winning' team.

What are the benefits?

Investors in People delivers genuine business benefits to organisations which reach the Standard. As the Standard is concerned with continuous development, the benefits continue to expand. Many companies have seen improvements in sales, productivity, profitability, cost reductions and increased customer care. Moreover, staff are better motivated, which in turn reduces sickness and absenteeism. Investors in People see a reduction in staff turnover and attract better people while saving on recruitment costs.

What does it involve?

For BIGGA Headquarters to become an Investor in People, it must meet 23 targets. These targets are

grouped into four areas ie, commitment, planning, action and evaluation. To meet the targets set in the first area, commitment, needs:

a. The full commitment from the Board of Management, Executive Director, Department Managers and all staff to train and develop all employees to meet the needs of the Business Plan.

b. Communication of the Business Plan's aims and objectives to all staff.

c. Consideration of what staff at all levels will contribute to the success of BIGGA and the effective communication of their contribution to them.

The second area, planning requires that:

a. BIGGA produces a written business plan setting down the aims and objectives of the Association.

b. BIGGA produces a written training and development plan, which specifies how the business aims and objectives needs will be met, including the identification of resources.

c. Objectives are set for training and development actions at organisation, team and individual level.

d. Training and development objectives are, where possible, linked to National Standards.

The third area, action, requires that:

a. All new employees are given an induction course.

b. Managers are effective in fulfilling their training and development responsibilities.

c. Managers support their staff and keep them aware of training and development opportunities.

d. Action is taken to meet training and development needs.

The fourth area, evaluation, requires that:

a. BIGGA evaluates the impact of training and development on skills, knowledge and performance, against the aims and objectives of the Business Plan.

b. The Board of Management understands the broad costs and benefits of training and development.

c. The Board of Management continues its commitment to training and development and to any improvements identified as a result of the evaluation.

How far has BIGGA gone towards Investors in People?

The Board of Management, the Executive Director, the Management Team and all BIGGA staff are fully committed to managing HQ in such a way as to meet the requirements of IiP. This commitment has been achieved by communicating, both up and down, at Board Meetings, Management Team Meetings, Bimonthly Staff Meetings and at "Brainstorming Meetings" attended by all staff. BIGGA is now ready to commit, formally to the Principles of Investors in People.



INVESTOR IN PEOPLE

As part of the process of reviewing the aims and objectives of the Association, the Management Team has reviewed all areas of membership services and benefits and how those services and benefits are provided. This process, which has involved all staff, has led to the production of a written business plan which sets out the main aims and objectives of the Association, over the next five years.

These objectives range from improving the profit margin, thereby improving membership benefits to ensuring that sufficient assessors are provided for N/SVQs in Turf Maintenance and Turf Management.

A formal induction programme is being developed, with input from all staff. This includes items such as Health and Safety, pay and conditions, working routine and telephone procedures.

A formal training plan, matched to the Business Plan is being developed. This plan will be linked to regular, biannual appraisals. Part of the plan includes training Sami Collins as a D32/33 assessor for Business Administration and setting a base line qualification of NVQ Level 2 for all office staff.

Communication of ideas, aims and

objectives is being improved. Staff meetings now take place twice each month, team meetings are being formalised and a staff newsletter will be produced each month.

What advantage will members gain?

Visitors to Aldwark Manor are already seeing positive benefits of the work done so far. "Staff seem happier and better motivated," said one recent visitor. "They seem to be contributing more," he continued. Better staff motivation should lead to better customer care ie members should get a better service. Improved productivity should allow the staff to do more work in the working day, again leading to a better service for members and to increased income. Increased income can then lead to more membership benefits and, hopefully, increased membership.

What does it all cost?

The North Yorkshire Training and Enterprise Council is providing support and advice at no cost to BIGGA. Assessment to the IiP Standards, by an independent assessor costs approximately £750. Staff training and development has been included in the Budget for several years and these costs should not increase in the short term. Any training and development that is identified through appraisal and regular monitoring will have to be resourced and budgeted. The only costs, therefore have been time and effort and the cost of assessment. A small price to pay in order to gain a better trained, better motivated, more productive work force, leading to a better service to all members.

Gaining Investors in People is not easy. It requires commitment by all members of staff, management team and Board of Management and a great deal of hard work. The IiP Standards are based on a common sense approach to people management and staff training and development. The benefits of working towards IiP can have a great impact on a company's business success and the success of BIGGA, as a company will be reflected in the increased benefits given to members.

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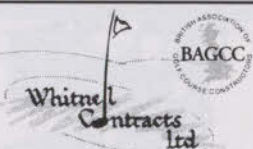
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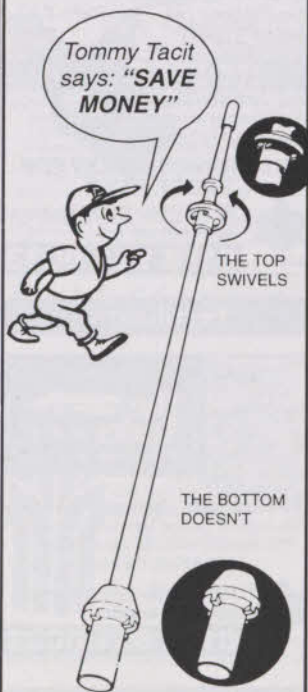


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