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ITT

Engineered for life

Jobs for the boys



Many wounded ex-servicemen would make superb greenkeepers, and the **On-Course Foundation** is helping to put them in touch with golf clubs, and will assist in finding them employment within the golf industry.

Scott MacCallum met one who more than deserves a chance...



ON COURSE
FOUNDATION

It has been an all too common item on our news bulletins over the last few years when we are told of another casualty from Afghanistan or are shown moving footage of the residents of Wootten Bassett paying tribute to another fallen warrior.

What is not so publicly recorded is the return home of those who are badly wounded while serving.

These include many young men and women who will never be the same again following their experiences in the service of Queen and country. Many have been permanently scarred or lost limbs yet they still have the largest part of their lives stretching ahead of them.

In response to this the On Course Foundation was formed which offers injured men and women who are retired or still serving in the military, the opportunity to play golf and/or work within the industry not just today but for many years to come.

Due to the vast improvement in technology and rehab - no longer are a number of severely injured servicemen, ex-servicemen and

women bound to their wheelchairs. With this progression, On Course provides opportunities for a number of injured service and ex-service personnel to be part of or work in the golf industry.

The charity is receiving whole hearted support from Patron, HRH The Duke of York, combining as it does his passion for the Armed Services, in which he served during the Falklands' conflict, and his love for the game of golf.

"I am delighted that we have found a way for the golfing industry as a whole to support our Armed Forces in a very positive way," said The Duke .

Alex Harrison was in the 1st Battalion Grenadier Guards, but attached to the Royal Anglian Regiment, when he was posted to the notorious Helmand Province, in Afghanistan, in April, 2007.

He had been there exactly one month when he was shot.

Alex had been part of a group sent to clear compounds in which the Taliaban were building tunnels and trenches when his section was ambushed and he was struck by a machine gun round from close



range as he passed the door of a small room.

"A bullet hit me through the helmet at the side of my temple and bounced off the bottom of my eye socket, forcing my eye up into my brain giving me brain damage and my eye socket filled with blood," said Alex, as we sat in his Lincoln home three and a half years on.

Remarkably, it didn't knock him out and he was able to get back to his section, but not before being struck by a piece of shrapnel in his bottom and breathing in some poisonous gas which burnt his airways.

"I had three injuries, one of them nearfatal, but although I was unable to speak as the nerves in my face had been deadened, I was able to draw a picture on the sand to show how the rooms in the compound all linked together," said Alex, who was just 19 at the time, and who was mentioned in despatches for his bravery.

He eventually succumbed to his injuries and passed out, waking up in a Birmingham hospital where he then spent six days in intensive care, another six weeks on a normal



ABOVE: The group which went to Orlando with On Course Foundation patron, Arnold Palmer

ward, before going home on sick leave.

He also spent six weeks at Headley Court, the renowned Armed Forces rehabilitation centre, where he learned to cope with the loss of an eye and his brain damage – a condition of which you now see no obvious sign.

“I sometimes have difficulty linking sentences together, and with normal things like wiring up a plug, I have to sit there longer than I would have had to before and work it out. But I’ll get there,” he said.

After his rehabilitation he was assigned to the Army Stores but being an active outdoor type, he absolutely hated the posting and sought a medical discharge.

The On Course Foundation has made it possible for people like Alex and his colleagues, many of whom may have lost limbs but who are still more active and physically able than the majority of the population, to get back on track

The founder of On Course, John Simpson who in effect has only one good leg after contracting polio at a young age, has enjoyed a glorious career in the game managing

players such as Nick Faldo, Greg Norman and Vijay Singh John took a party of eight ex and currently serving military personnel (including Alex) to Orlando earlier in the year to experience the delights of playing golf in the sunshine.

The servicemen met up with the American Wounded Warriors and also had the privilege of meeting the Foundation’s other Patron, Arnold Palmer who said, “To see that our beloved game can be used as an integral tool in the rehabilitation of soldiers from around the world fills me with great pride.”

The America trip also allowed the servicemen to develop a love for golf, while at the same time continuing their rehabilitation with a game that requires concentration, balance and patience.

“It has helped with my depth perception having gone from two eyes to one. I’m starting to get used to it now and can work out how far the club head is off the ground. It was really hard to start with though,” explained Alex.

He is currently in discussion with a local course with the aim of securing a work experience placement

on the greenkeeping staff, a career that is really exciting to him.

“I’d love to work in full time greenkeeping. It would suit me down to the ground. I’m used to working outside and the early hours certainly wouldn’t worry me.”

Alex is not unusual...

There are many young men, similarly disciplined and eager, who would also make excellent greenkeepers and The Poppy Factory’s Employment Scheme* is supporting wounded On Course members by proving an assisted platform into work via initial funding. This support will help Alex develop a meaningful career in the golfing industry



The guys discovered a love for golf while in America

Recruitment Opportunities?

If anyone feels that they could offer employment to one of our brave ex-servicemen please register your interest by emailing info@oncoursefoundation.com or for more information visit the On Course Foundation Website www.oncoursefoundation.com

*The Royal British Legion Poppy Factory is a charity which exists to create employment opportunities for disabled ex-Servicemen and women

Lean system for lean times

Andy Wight, Pathway Manager for Greenkeeping at Oakland's College in Hertfordshire, believes that the face of Greenkeeping is still not being pushed forward as a professional industry...

As part of my job I have the pleasure of visiting some of the best run clubs in the country and having worked in one form or another in the Sports turf or Greenkeeping industry for more than 30 years I have seen enormous changes in the quality of staff accommodation/workshops and course maintenance.

However during my travels I still see some places that do not push forward the face of Greenkeeping as a professional industry. Musing on this I was reminded of some concepts that I have studied from the automotive industry. I thought I might spare these thoughts with the readers.

Lean manufacturing is a principle that comes from the Japanese manufacturing industry. The term was first used by John Krafcik in an article, "Triumph of the Lean Production System,"

The system is known as the 5 Ss and comes from a Japanese based system.

The 5 Ss refer to

1. Sort (Seiri)
2. Simplify or Set in order (Seiton)
3. Shine (Seiso)
4. Standardise (Seiketsu)
5. Sustain (Shitsuke)

This leads to a system known as lean manufacturing. The objective of lean manufacturing is to save time and money but at the same time increase productivity and hopefully quality.

The aspects of this are to

1. Define customer need
 2. Improve processes to zero deficiency by applying the 5 Ss
 3. Reduce waste
 4. Enhance flow
- Streamlining will save money,

increase productivity and often lead to a higher quality product at the end of the process. We can look at how this process might be applied in the real world by taking a task like fairway mowing and applying the concept.

To streamline a process we would need to establish customer needs. For an example let us begin with the end user (i.e. the player) and establish the end product that has to be achieved.

You might ask yourself are my customers happy, the answer might well be yes, no one has complained, indeed everyone says the fairways are outstanding (you cross cut them at 12mm and cut them every 2nd day).

The issue here is are you offering a product that is not really sustainable in terms of costs, in addition is the product of a higher quality level than it actually needs to be to perform its role? If this is the case you are giving away both time and money.

The first step in making improvements is to establish the exact customer need (these of course can be different from wishes). The involvement of all the parties involved i.e. players, the person/s who pay the bills and the staff is vital in establishing the actual need. Block cutting fairways may increase the speed of the task and decrease labour and material input and yet give a playing surface and level of customer satisfaction that is almost equal to that offered before the change. If this were to be the case then a large financial saving might be made.

Improving a process to zero deficiency

This means that a task is analysed from every aspect and honed until the minimum input in labour and materials is achieved.

If we carry on with the above

example the manager will ensure staff are trained in every aspect of fairway mowing i.e. setting up the mower in the most efficient way, the most efficient routes around the course are worked out and agreed etc then time and money can be saved.

If this process is applied to every task on the course, large overall savings might be made.

Applying the 5 s to the Greenkeeper's work...

Sort

This refers sorting and removing rubbish, clutter from the shed/office. Moving from paper based systems to PC based systems can improve work output, i.e. the less clutter the quicker things can be found. In the automotive industry equipment/materials etc that did not seem to be used were red tagged and removed from the work area into a holding area. It was often found they remained there i.e. they were surplus to needs but were kept "just in case". Removing junk frees up workspace and storage and can improve workflow rates.

Simplify

This refers to the simplification of a processes, this could go back to fairway mowing, the process can be simplified by adopting a simple mowing system. Also simple things like having the spanners, grease gun etc required for setting the mower in a set place and training staff in the most efficient method of setting up the machine will all increase workflow rates.

Shine

Again if we return to fairway mowing a clean machine will make

ABOVE: An Example of Shine applied to the workplace (a neat well ordered clean rest room with no clutter which portrays a professional work ethic to visitors to the Greenkeeper's facility

(Photo with Kind Permission of Phillip Chiverton - The Grove)



this process as they often have the best insight into how improvements can be made.

Sustain

This is the most difficult part of the concept and refers to the need to continue the process and apply it to new tasks and ensure staff and manager do not fall back into old habits.

Now the last 2 areas of the system come into play – reducing waste and enhancing flow.

These should fall out of the above i.e. if procedures are analysed and broken down savings in materials and labour should be gained.

Flow of work should also increase as staff carry out work in the most effective manner and the manager rids him/herself of that huge pile of clutter on the desk known a pending paperwork.

Now for a challenge look at one area of your operations e.g. pesticide application and apply the concepts raised so far I bet if you think hard you can make a change or two that could save some time or money.

Now imagine if you carried on with this mindset, what else could you achieve?

For those who are interested in finding out more Andy recommends the following websites and reading:

http://www.ipmonline.com/articles_on_total_productive_maintenance/leanmfg/5sphilosophy.htm

<http://ezinearticles.com/?The-Five-Ss-of-Lean&id=1301944>

http://en.wikipedia.org/wiki/Lean_manufacturing

5S for Service Organizations and Offices: A Lean Look at Improvements Debashis Sarkar

Andy Wight is the Pathway Manager for Greenkeeping at Oakland's College in Hertfordshire

leaks etc easy to spot and put right before a breakdown occurs.

However the concept relates to ensuring the workplace as a whole is as clean and tidy as possible.

For example the mechanic who has all his tools in order on a wall board instead of jumbled up in an old tool box.

This should also relate to the staff area, a clean and tidy staff room will install an ethos that will allow the manager to build and improve on.

Standardise

M processes at work are standardised but managers should be able to make improvements that will save time.

i.e. standard paperwork, systems and procedures such as setting and greasing mowers

i.e. all staff carry out the work in the most efficient manner (zero deficiency).

It is vital that staff are involved in



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GOLF CLUB MANAGERS' ASSOCIATION

Safety Management System

The BIGGA/GCMA Safety Management System, sponsored by Ransomes Jacobsen, has been developed to:

- Make golf clubs safer
- Introduce best practice
- Standardise Health & Safety throughout golf
- Reduce costs for golf clubs

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- It incorporates all your legal requirements to comply with Health & Safety Legislation
- Clubs have responsibilities
- There are penalties for not complying – up to £20,000 fine and/or course closure
- Golf clubs are hazardous places to work

The Safety Management System contains help and guidance to enable golf clubs to:

- Set a Health & Safety Policy
- List hazards and assess risks
- Plan for the future
- Introduce audit and review procedures

The Safety Management System is accessed through the Members area of the BIGGA website (www.bigga.org.uk) and the GCMA website (www.gcma.org.uk)

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RJ International Golf Course

BIGGA delegation to USA back on



Bernhard and Company has reinstated its sponsorship of the **BIGGA Delegates' Programme** to GCSAA's Golf Industry Show (GIS)

The programme which began in Vancouver 2001, gives 10 BIGGA members the opportunity to see the industry's biggest golf exhibition and education conference.

Orlando 2011 will mean over 90 BIGGA members will have benefited from this opportunity, courtesy of Bernhard.

Over the week, in addition to the full conference package, the 10 BIGGA members will visit local golf clubs, network with US Superintendents, attend educational seminars and man the BIGGA Stand during the GIS exhibition.

This year's BIGGA delegates are: Andrew Boyce; Jim Brown; Stephen Chappell; Richard Cutler; Chris Haspell; John Keenaghan; Nicholas Miles; Graham Pickin; Derek Robson and Robert Sandilands

The reinstatement was approved by Bernhard and BIGGA staff and Board Members.

After a two year hiatus, Bernhard was keen to get the BIGGA Delegates programme started again.

One of our key objectives has always been to provide the best educational opportunities in the industry, supporting the BIGGA Delegates trip to the GIS plays a large part," said Bob Buckingham, Bernhard CEO.

"The Delegates also contribute significantly to our annual customer satisfaction feedback process, and we sincerely appreciate their efforts and input. We are very pleased to reinstate the BIGGA Delegates programme in 2011."

Needless to say, the decision was greeted with cheers from past BIGGA Delegates. Andrew De Wet, Course Manager at Birstall Golf Club and 2007 BIGGA Delegate said, "I am really pleased that trip has been reinstated.

The trip to the GIS was one of the greatest learning experiences of my career." "The camaraderie between

the other delegates and the golf course visits provided me with a 'real world' education that you can't put a price on. It was simply amazing."

"We are delighted that Bernhard has reinstated the Delegation and pleased that those who felt they had missed out two years ago now have

"It is a huge commitment by Bernhard and in these difficult times we commend the company for investing the money"

John Pemberton

the chance to take up their place," said BIGGA Chief Executive, John Pemberton.

"It is a huge commitment by Bernhard and in these difficult times we commend the company for investing the money in the Delegation."

Meet the 2011 Delegates...



Chris Hapsell

Chris started helping out at his local Cricket Club as a schoolboy and when he left school he went into groundsmanship full time looking after cricket, bowls, hockey, tennis and rugby pitches full time.

In 1989 Chris joined the team at Oakland's Golf and Country Club in Cheshire working with the team to build,

grow-in and open an 18-hole championship course. In 1992 he joined Richard Campey as a technician/salesman

In 1995 Chris, moved to Denmark to take the position as Course Manger at Falster Golf Club before setting up his own business CK Golf and Design - offering shaping, design and maintenance advice to many top clubs in Denmark. Chris then went on to become Greenkeeping Consultant to the Danish Golf Union.

Chris took up the position of Construction Manager at Castle Stuart in June 2006 and where he remains.



Andrew Boyce

Andrew has been involved in Golf and Sportsturf for 20 years, since leaving school and taking an apprenticeship at Bath Golf Club.

After leaving college he held positions at Salisbury and South Wilts, Castle Combe and Lansdown Golf Clubs before

returning to Bath Golf Club as a Deputy.

Andrew became Course Manager in 2002.

Earlier this year Andrew decided to set up his own business - Greensward Sport Consultancy - working with golf clubs, sports associations, clubs and schools giving regular advice and guidance to Turf Managers.



Jim Brown

Jim has been the Golf Course and Estates Manager at Oulton Hall, Leeds, for five years during which time, he has led the development of the ex Leeds City Council Municipal 27 hole golf course and Grade 2 listed parkland to an excellent standard and to rightfully take its place within the De Vere portfolio of golf resorts.

Jim is also the De Vere Group Golf Course Manager and National Accounts Manager. He has managed various types of golf courses throughout his career and been involved in the construction of two commercial golf courses – he has been a Course Manager for 17 years.



Graham Pickin

Graham left school at 15 to join the Army, starting out at the junior leaders in Canterbury Kent. He eventually served two tours of Northern Ireland and was awarded the GS medal.

When he left the Army Graham trained as a tunneler/ blacksmith with British Coal and gained a C&G in engineering. When the mines closed Graham started his own business (Barnsdale Mowers) dealing in all horticultural machinery. This gave Graham the skills to seek employment at a golf course.

That was 15 years ago and after gaining an HNC in golf course management at Elmwood College and being their nominee for Toro Student of the Year award; Graham is now the Course Manager at Thornhurst Park, in Doncaster.



Steve Chappell

Steve has working in the turf grass industry in 1987 where he started as a YTS groundsman. After a year he took the chance to move into greenkeeping, accepting an assistant's position at Bath GC, before moving onto a new build course on the outskirts of Bristol. This led to Steve working for David Lloyd Leisure where he worked his way up to overseeing the three clubs owned by the company.

In 2003 Steve moved to MJ Abbotts before accepting the Course Manager's position at Neath GC. Since moving to Neath Steve has become Section Secretary for BIGGA South Wales and last year became Chairman of the South West & South Wales Region.



Nick Miles

Nick went to Reaseheath College and gained an HND in golf course management. He left college in 1997 and started greenkeeping at Hellidon Lakes. He then moved to Whittlebury Park in 1998.

In 2003 Nick was appointed Course Manager at Market Harborough GC, an 18-hole course established in 1898. Nick is currently the Chairman of the East Midland BIGGA Section. He is also the Deputy Regional representative on the BIGGA Board of Directors.



Rob Sandiland

Rob has been in Greenkeeping for over 12 years, spending the last three as a Deputy Head Greenkeeper. In the near future he is keen to make the step up to Head Greenkeeper, so the educational opportunities offered by the

trip to Rob are

For his part, he hopes to represent BIGGA and Bernhard to the best of his ability and to offer knowledge on the environmental side of Greenkeeping from his BSc. in Rural Resource Management.



Derek Robson

Course Manager at The Dukes St Andrews, Derek completed his apprenticeship at Lochmaben Golf Club before travelling to the US on the Ohio State intern programme - working in both Michigan and Florida. He then went on to work in New Zealand and Germany before joining Chris Kennedy at Wentworth for four

years, before moving to The Dukes.

In 2009 Derek was awarded Manager of the year at The Old Course Hotel Golf Resort and Spa. He is currently studying the 2-year certificate in turfgrass management online from Penn State University. Derek took over as BIGGA Central Section chairman in October 2010.



John Keenaghan

John is Head Greenkeeper at Chipping Sodbury GC, a parkland-style course on the outskirts of Bristol.

Born in Bristol, John has been married for 25 years with two teenage children. His eldest son has followed him into the greenkeeping profession.

After 17 years as a self employed builder, John finally found his true niche in life and wouldn't want any other job than greenkeeping!

Hobbies include golf (handicap of 5) rugby, cooking, travelling and socialising.



Richard Cutler

Richard has been a Greenkeeper for almost 20 years. Starting his career in his native Scotland, he has worked on traditional links courses at Arbroath GC and Montrose.

Since 2008, Richard has lived and worked at La Moye Golf Club in Jersey. One of the very few downsides to living there is the lack of networking opportunities available. Chris regards networking with industry peers to be vital for both his golf course and his personal on-going development.

DEALER OF THE MONTH

The series aimed at celebrating the great work done by dealerships up and down the country

STEWART PLANT SALES GROUNDCARE

Location and size

Headed up by Richard Green based at their Glasgow Headquarters, the business has grown substantially over the past three years.

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The company provides comprehensive service and parts support with 65 mobile service engineers based at ten depots covering the country from Lancashire to the Shetland Isles.

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New T-Max Tractor slots into the McCormick Four-cylinder Range

The new 92hp McCormick T-Max tractor bridges the price and specification of the lower spec McCormick C-Max and the more generously kitted CX XtraShift, while offering an alternative to the CX Synchro Low Profile package.

On farm or turf tyres the 92hp us similar in appearance to the 74hp to 92hp C-Max tractors, but has a newly developed transmission with more gears, a tougher rear axle with planetary rather than spur gear speed reduction and more responsive lower link draft control sensing in place of a top link system.

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The new T100-Max (shown here) offers more transmission speeds, a power shuttle, hydraulic control of the pto and front axle drive, and a telescopic pick-up hitch. The implement lift is manually operated, as on the C-Max, but with lower link draft sensing.

RAPID-ADJUST TECHNOLOGY FROM RAIN BIRD

More than ever before, golf courses need irrigation technology that provides top performance, water-efficiency, versatility and value.

Rain Bird's new Full and Part Circle 751 Golf Rotors, featuring Rapid-Adjust Technology and Memory Arc.

These new rotors offer simple, top-adjustable rotation settings that retain

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They are designed to offer quick adjustments for the life of the rotor with just a turn of a screw.

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However, it's not necessary to completely replace an existing Rain Bird rotor in order to enjoy the benefits of the new 751 model. Courses with older Rain Bird rotors currently installed can integrate the 751's Rapid-Adjust Technology.

www.rainbird.eu/golfcourseirrigation