



Membership News

The latest news from BIGGA

Membership News - the section which updates you on the countless benefits of being a BIGGA member. We're on hand to help.

You can contact BIGGA House, our Regional Offices, our Personal Accident Helpline, Legal Assistance and our Lifestyle Counselling Helpline.

You can also save money with our BIGGA Xtra Benefits scheme. More information can be found in the Members' Area of the BIGGA website.

UPGRADED COUNSELLING AND SUPPORT SERVICE

The latest BIGGA member benefit to come under the spotlight is the Lifestyle Counselling Helpline and Online Support Service – which has been upgraded and is now available to all members, and their immediate family living at the same address.

Trained advisers can help with a range of problems from practical everyday matters to sensitive or emotional issues. The specialists will help members deal with personal relationship problems, problems with colleagues in the workplace and other issues affecting their general wellbeing.

Counsellors and information specialists are also trained to help members with practical problems like debt.

The helpline is complemented by a comprehensive online information and support service, through which members can access information and advice on a range of issues and problems which often impact on everyday life.

Topics are diverse and include relationships, childcare issues, consumer issues, stress and health and fitness. Information is updated regularly by a team of experienced counsellors and information specialists.

The Lifestyle Counselling Helpline can be contacted by ringing 0844 770 1036 (Calls to 0844 phone numbers cost up to 5p a minute from a BT landline at all times of day and up to 40p per minute from mobile phones. Depending on your mobile network, call charges may be higher on pay-as-you-go than on a pay monthly contract).



The Online Support Service can be accessed by visiting www.arclegal.co.uk/carefirst where you will be asked to enter a username and password, enter BIGGA (remember: use capital letters) for both.

All the details can be accessed in the Members' area of the BIGGA website – visit Member Services>Lifestyle Counselling Helpline & Online Support Service.

Also on that page is information

on 'New You' – a website which promotes a fresh approach to health and wellbeing. There are also separate links to websites on stress management, health and safety, depression, bullying, relationships and bereavement care.

All these benefits are for you to take advantage of, and we're also keen to hear feedback from members who have used these facilities.



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Clive Osgood **Tracey Harvey**

OTHER USEFUL NUMBERS

(Full Members only)

Personal Accident Helpline
0207 2048952

Greenkeepers Legal Assistance
0800 177 7891

Lifestyle Counselling Helpline
0844 770 1036
www.arclegal.co.uk/carefirst



L&D News

The latest from the Learning and Development department at BIGGA

Learning & Development News has the latest updates on CPD and everything related to greenkeeper education

and training, supported by our BIGGA Partners, BIGGA Education Supporters and Individual Contributors –

funding your future. Contact the Learning & Development team at BIGGA House for more information.

FIELD GUIDE UPDATE



The benefits of being a member of BIGGA far outweigh not being a member. In the coming months, we will look at some of the six sections of the On Course Field Guides.

The Field Guides are funded from the L&D fund. Firstly, let's make this clear - Field Guides are free to all members, that's right - FREE! Non-members can purchase a copy but it will cost £25. As an added bonus, 1 x CPD Education credit will be available for completing the quiz.

This month we will look at the newest section, Protected Species. The section consists of four areas:

- Legislation
- European protected species
- Nationally protected species
- Other species of conservation concern

The following are two examples of the content of the Protected Species section.

Smooth Snake (Annex IV Species) - Introduction to the ecology of the smooth snake

The smooth snake is a non-venomous slender snake, now confined to the South East of Dorset, South West Hampshire and within a small area of East Hampshire and West Surrey.

It is represented almost exclusively on dry lowland heathland. Smooth snakes normally emerge during early March, giving birth to live young in August/September.

Snakes may take four years to reach sexual maturity. Smooth snakes have undergone serious decline due to a loss of habitat through agricultural intensification and development, through a reduction in habitat suitability, i.e. habitat fragmentation, shading, scrub invasion, fires etc.

Legislation

The smooth snake is strictly protected under the Wildlife and Countryside Act 1981 (as amended) and the Habitats Directive where it is listed under Annex IV of the Regulations. Under the legislation it is an offence to capture, disturb, injure or kill smooth snakes and/or to damage or destroy their breeding or resting places.

Factors likely to impact on the smooth snake

Activities likely to contravene the legislation would be ground works through areas used by foraging or basking snakes, loss of south-facing banks, removal of materials used by resting snakes, i.e. deadwood, rubble, etc., and renovation of buildings involving excavation. A major threat to this species is the ongoing loss of our native heathlands.



Individual Contributors: Steven Tierney MG, Chris Lomas MG, Andrew Campbell MG CGCS, W J Rogers, Sam Langrick, Espen Bergmann, Nick Gray, Steve Dixon, Richard McGlynn, Douglas Duguid, Jaey Goodchild, Michael Beaton, David Barker

The funding and assistance provided by BIGGA Partners and BIGGA Education Supporters underpins the Associations considerable investment in Continuing Professional Development and all our educational activity. They are investing in the future of BIGGA members, we are hugely grateful and urge you to show them your support.

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Opportunities for management

Golf courses can contribute positively to the future conservation of this species. A number of golf courses do support smooth snakes. Their conservation can be enhanced by the provision of deadwood, i.e. log piles, stockpiled brash (caution fires), careful scrub and bracken control, working under a strict management programme, and appropriate restoration and management of lowland heathland to maximise a strong habitat patchwork vegetation mosaic.

Increasing the extent of heath on the golf course could involve surveying to find all areas being managed unnecessarily, it may mean managing to control natural succession.

Opportunities could start by increasing more heath vegetation on the sides of the tees.

Also ensure that gorse is managed as discrete groupings, rather than one contiguous belt to reduce fire risks.

Bats (All Species) (Annex II and Annex IV) - Introduction to the ecology of bats

There are 17 species of bat known to be breeding within the UK, all of which are protected by law due to the massive declines in their number. Bats are flying mammals that, as well as requiring a constant source of water, feed almost exclusively in the UK on insects. Bats require a diverse range of habitats, from grasslands through to scrub, linear hedgelines, trees and waterways including ponds. Bats will hibernate and roost in the crevices of trees, in buildings and within ivy that often grows in association with trees.

They require different conditions for summer roosting to winter hibernation and/or breeding. In the winter, the main requirement is constant humidity and temperature, and thus they will tend to hibernate in deeper crevices. For breeding, summer warmth is vital and they will use a different aspect on a tree for this purpose.

Bats require a variety of insect prey and thus use hedgerows as navigational landmarks for their nocturnal flight paths. Woodland margins

and hedgerows are, in effect, linear features (corridors) for bats, enabling commuting from one area of the countryside to another. Water bodies are particularly important for bats in providing midges and flies, and also for drinking. The Daubenton's bat is one species that is heavily dependent upon aquatic habitats.

Legislation

All UK bats and their roosts are protected by European and national law, which for all countries within the UK can be summarised as follows:

- It is an offence to deliberately capture, injure or kill a bat.
- Intentionally or recklessly disturb a bat (or a group of bats) in a roost.
- Damage or destroy a bat roost, even if unoccupied.
- Possess or advertise bats dead or alive.
- Intentionally or recklessly obstruct access to a bat roost.

In court, 'deliberately' will probably be interpreted as someone who, although not intending to capture/injure or kill a bat, performed the relevant action, being sufficiently informed and aware of the consequence his/her action will most likely have.

Factors likely to impact on bats

Bats have declined as a result of hedgerow loss, indiscriminate tree removal and particularly the removal of dead standing trees.

Building renovation can also result in a loss of breeding and roosting habitat. Work is generally undertaken without any surveys being carried out and without consideration to any mitigation.

Opportunities for management

On golf courses the woodland fringe, the marginal rough and associated grasslands, ponds, etc. are all extremely important features and will help considerably in the conservation of our native bat population.

There are 17 species of bat resident within the UK (almost a quarter of our mammal species).

Encouraging and conserving bats on a golf course would best be achieved by avoiding, where



possible, use of pesticides (particularly insecticides), planting structurally diverse woodland margins, increasing the grass and rough contribution (marginal and ecology rough), managing for wildflowers, leaving deadwood (particularly standing), leaving ivy (ivy is not a parasite and will not kill trees to which it is attached), and creating small ponds or marsh areas from which to drink and to encourage insects.

Prior to any work on property or trees, it is imperative that a bat survey is carried out by a suitably qualified ecological consultant.

Even after works have been consented, if there is potential for bats then as part of the mitigation a bat handler should be engaged onsite to deal with any bats dislodged during any works. It is illegal to handle a bat without an appropriate licence.

These are just two examples that can be found in the Protected Species section.

Next month:

The identification of Trees and Shrubs on the Golf Course.



CPD Quiz

Earn 1CPD credit for correctly answering these questions



www.surveymonkey.com/s/Protected_Species_CPD_Quiz

Which habitat can the smooth snake be found most commonly in?

How long do they take to reach sexual maturity?

Which act protects the Smooth Snake?

Which one of the following is a cause of a decline in Smooth Snakes?

What can be done to improve habitats?

What family of animals do bats belong to?

During hibernation what type of environment do they prefer?

What type of food do Daubenton's bats prefer?

Which of the following has an impact on the bat's habitat?

What should you do before working on properties/trees on the course??

TO THE MANOR BORN

Congratulations to Rhys Norville, greenkeeper at Celtic Manor, who is the latest student to be awarded a BIGGA Higher Education Scholarship supported by Jacobsen worth £1,000.

Rhys will attend Elmwood College to study his Higher National Certificate in Sportsturf.

BOOM! BOOM!



New Holland's popular range of Boomer Compact tractors features five Boomer models producing 23hp - 46hp, complimented further by a segment leading three model 41hp - 51hp Boomer 3000 range with EasyDrive™ continuously variable transmission.

This complete eight model Boomer offering delivers powers spanning 27 – 51hp with a range of specifications: from entry-level get-on-and-go simplicity right through to features which will satisfy the most comfort conscious and efficiency demanding customers.

Owners are able to tailor their Boomer's transmission to suit their individual needs. The Boomer 25 model is available with a two range hydrostatic transmission, whilst Boomer 30, 35, 40 and 50 models can be equipped with a three range variant or a mechanical Synchro-Shuttle.

These transmissions offer jump on and go simplicity together with the convenience of outstandingly smooth shuttling.

For customers who demand even more precision and comfort, the award-winning EasyDrive™ continuously variable transmission on the Boomer 3040, 3045 and 3050 models is unique in the segment and has brought big-tractor ease of operation to the Boomer range. The chain belt drive enables infinite speed

adjustment up to 30kph. This allows operators to precisely adjust their speed to the task in hand, whilst reducing in-cab noise and enhancing operator comfort. Braking is smooth and steady and automotive-style cruise control

enables operators to maintain, fine tune or resume working speeds. Furthermore, an advanced reactivity setting means operators can adjust acceleration and deceleration to suit their individual driving style or application.





RIO PITCHES READY THANKS TO DLF TRIFOLIUM

With a few weeks before kick off in Brazil the pitches are in good shape and fit for play. The pitch preparations have included overseeding with a top performing Perennial ryegrass mixture from DLF-TRIFOLIUM, parent company of the UK's Johnson Sports Seed.

DLF-TRIFOLIUM Export Manager Jan Gottlieb, and General Manager Maximino Santiago Borsi, took a tour of some of the Brazilian stadiums and training centres in early May.

"We have been working on this event for 3 years in close cooperation with grass specialists and the constructors responsible for the pitches.

We are in no doubt that this World Cup will present top class grass pitches," said Jan Gottlieb on his return, confident that the pitches will be ready for the World Cup matches in summer 2014.



DENNIS HELPS BRAZIL PREPARE FOR WORLD CUP

Leading British manufacturer Dennis Mowers has won a prestigious order to supply over thirty G860 34" professional cylinder mowers, complete with a range of interchangeable cassettes, to help prepare all twelve stadia at the forthcoming World Cup.

Supplied through the company's dealer Greenext, who are based in Sao Paulo, the turf maintenance machines will be used.

The manufacturer worked closely with Greenext and the three contractors who were chosen to maintain the facilities. The G860 machine complete with an eight-bladed cutting cassette and tungsten tipped verticutter was then specified as one of the key turf maintenance pieces of equipment.

With a rich heritage of producing professional mowers which are renowned for their quality of cut, performance, reliability and versatility, the Dennis G860 has six quick changeover cassette options. Prior to the majority of the machines arriving in Brazil, sales managers Toby Clarke and Ewen Wilson, gave a number of comprehensive practical demonstrations to the contractors and their operatives explaining pitch presentation with height of cut, frequency, mowing stripes, machine adjustment and safe operation.

EASY ORDERING WITH SHERRIFF AMENITY

Sherriff Amenity is proud to announce the launch of a new website at www.sherriffamenity.com.

The new site not only incorporates a new clean design which is easy to navigate but also includes more product information than ever before.

As part of the website, a Customer Order Portal has become integral to the new design, which was officially launched at BTME. A more extensive news section with video content complete the new look.

The Customer Order Portal is compatible with a wide range of devices including mobiles and tablets, and is accessible through a link on the new Sherriff Amenity website, ensuring that groundsmen and greenkeepers, who are existing Sherriff Amenity customers and have registered their details, can place

orders as and when they need them – all in real time.

Kevin Whitby, Sherriff Amenity's marketing manager, said: "We are delighted with the new website. We had very positive comments from our soft launch at BTME.

"There is something of value and interest for every groundsman or greenkeeper visiting our site from in depth product information to material data safety sheets and our popular BASIS technical updates."

For further information, or if you would like to register for the Customer Order Portal please contact Sherriff Amenity on 01638 721 888 or visit www.sherriffamenity.com. For more news and insightful views, you can follow Sherriff Amenity on Twitter @SherriffAmenity



KEEPING A CLOSE EYE ON SUMMER DISEASE THREAT



Throughout summer there is always the risk of fungal turf disease – prolonged wet weather can introduce Fusarium, but more commonly, greens can be threatened by Anthracnose and Red Thread.

These two infections are classic results of nitrogen deficiency. The obvious cultural solution in these cases is to apply a fertiliser, however reduced fertiliser use can be influenced to a degree by the fixture list on a given golf course.

Bayer's Technical Manager Dr Colin Mumford explains that when applying a nitrogen based fertiliser, greenkeepers need to be conscious that the application will potentially slow the greens up.

"Fertilisers will stimulate more growth during the day and this faster growing grass will slow the ball.

"If a course is approaching a tournament fixture, a cultural approach to tackling an infection such as Red Thread, may not be desirable, then it may be preferable to use a fungicide.

Bayer's fungicide range offers both protection from these summer fungal infections, as well as good rotation as part of an Integrated Disease Management (IDM) approach.

"Bayer's fungicides cover three of the five fungicide chemical groups. Using fungicides from the different chemical families ensures good rotation of active ingredients which fits into an IDM perfectly."

He adds that in the height of summer, Interface® offers optional versatility.

"Interface® can be used at any time of the year, so it's a good staple and is active on six of the most common turf diseases, including Red Thread and Anthracnose. Its innovative StressGard™ Formulation Technology also boosts the turf's defences in high stress conditions.

SHERRIFF AMENITY LAUNCH WORLD'S FIRST DUAL DISC PLATE SPREADER

Following positive comments at BTME earlier this year, Sherriff Amenity are pleased to announce the launch of the Duo, which is the only spreader available on the market to feature two dispersal plates for a highly accurate spread pattern.

The patented double spreader plates of the Duo Spreader provides the market's best, broadest and most accurate spread pattern which not only saves time but also and money, because it only requires one pass.

The Duo Spreader has an ergonomic handle allowing the user alternate grip for best comfort and also features a third wheel which helps balance the spreader no matter what weight it is carrying. It also means that the angle of spread is extremely consistent. Made from corrosion-resistant powered coated stainless steel, the dual levers allow independent opening and closing of both sides.



The Duo Spreader has a finely graded scale, allowing greenkeepers and groundsmen to control the exact dosage.

The extra handle also makes it easy to lift.

"The new Duo Spreader is designed to provide the ideal

solution for cost effective and extremely efficient application method in virtually any sports or managed amenity turf scenario," said Mark Pyrah, of Sherriff Amenity.

The Duo Spreader is available exclusively

throughout the United Kingdom from Sherriff Amenity.

For further information, please contact Sherriff Amenity on 01638 721 888 or visit the website: www.sherriffamenity.com



WIEDENMANN CORE RECYCLER DEMO DAYS A HIT

The revolutionary Core Recycler from Wiedenmann UK is set to clock up admirers up and down the country as it begins a series of demo days from now until the end of summer. Over 60 customers of dealer Ernest Doe and Sons at the Bennington and Esher branches were among the first to see it in action last month at Bocket Hall and Fulwell Golf Clubs.

The Core Recycler makes an immediate impact, saving labour, reducing top dressing volumes and hugely speeding up the process that follows aeration.

With dual functions it collects all cores from the surface and then recycles them really efficiently and effectively using a series of adjustable sieves. Indigenous soil, sand and organic matter is then recycled back to the surface and in most cases, more than 60% of the core is 'saved' where previously it would all have been wasted.

Wiedenmann GmbH's joint managing director, Jurgen Wiedenmann, attended Doe's Esher event which was staged at Fulwell Golf Club, Middlesex and commented that seeing nine Wiedenmann machines in action all at once made him feel immensely proud.

He said: "It was really good fun and informative and seeing the way individual Wiedenmann machines like the Terra Spike aerator, the Mega Blower and the Terra Rake co-ordinated and came together as a team to support the Core Recycler made a genuine impression.

"It was a very real insight into the vast impact they can have on the health and maintenance of a golf course. As their duties unfolded it wasn't just like watching a demo it was more like watching a show."



GUARANTEE A PERFECT CUT THIS SEASON

With the grass cutting season in full swing, it is vital turf mowers are up to the challenge of frequent cutting to continually produce the best possible after-cut appearance on the golf course.

For all those operating Toro machinery, replacing old or worn cutting cylinders with new units from the Genuine Toro Parts range is the only way to ensure the perfect fit and function needed to ensure the mower's superior quality of cut. That's according to distributor Lely UK, who says fitting a genuine Toro cylinder, against an inferior 'will-fit' part, is the only guarantee clubs have when it comes to producing a consistently-accurate cut with no turf damage.

Whether operators choose a 5, 7, 8, 11 or 14-blade cylinder to replace or upgrade old ones, Toro cylinders don't just make tall grass short like many 'will-fit' inferior quality parts, they guarantee a crisper, truer cut right down to 2.5mm.

Genuine Toro cylinders deliver a highly precise cutting motion, which cuts the grass blade ends cleanly away, ensuring healthier growth, smoother turf and the best playability.

Lely says that using genuine Toro cylinders saves time, too. That's because, by investing in a cylinder that fits perfectly, operators are spared the time-consuming job of grinding the cylinder to reduce abrasive wear between the blades and bedknife.

Dan Dubas, from sales and marketing for Toro Parts at Lely, comments: "To ensure you are cutting to the best of your machine's ability, there's a simple and easy test to check the cylinder's performance. The 'paper test' involves running a strip of paper through the cutting unit. If it produces a clean cut, your cylinders are fine, if it's anything less than perfect, it's time to regrind or replace. And the only way to guarantee superior performance in form, fit and function is to opt for genuine Toro Parts. But investing in the best doesn't necessarily mean it's the most expensive option, Toro cylinders are competitively priced and provide excellent value."

CHUCK GREIF PROMOTED AT JACOBSEN

Chuck Greif, the former Director of Sales for Jacobsen's Eastern region of the USA, has been appointed Managing Director, Asia Pacific. He is backfilling the vacancy created by Alan Prickett's recent move to head up the Ransomes

Jacobsen operation in Ipswich.

With almost 30 years in

global sales management roles, Chuck is a respected industry veteran. He began his career in the turfgrass industry in 1998 when he was appointed National Sales Manager at John Deere's golf and turf products division before being appointed International Sales Manager in 2000. He left in

2004 to join cleaning solutions group Alfred Karcher as Vice President of their commercial products division before beginning his career with Textron in 2005 as Director, Product Development at E-Z-GO in Augusta, GA.

In 2008 he was promoted to the role of Director, Global

Specialty and Pre-Owned Vehicle Sales where he successfully developed a new dealer financial and business plan strategy.

In 2009 he joined Jacobsen as a Regional Sales Manager and was promoted to his former role as Director of Sales for the Eastern Region in 2012.



Miles better

Miles Todd and his team have transformed the fortunes of Llandudno Maesdu Golf Club in 12 months. Steve Castle travelled to the unusual part-parkland, part-links in North Wales to find out how a Course Manager in his mid twenties has made such an impact



Llandudno Maesdu combines two hugely contrasting courses in one. One side is lush parkland, but the second part stretching towards the Irish Sea is more of a links.

Miles Todd – a Toro Student Greenkeeper of the Year runner up in 2011- joined this intriguing set-up in April last year. From the very beginning, it was clear it would be a challenge. We toured the links part of the course on a misty day on the North Wales coast as Miles explained why.

“When I came here the course was below standard. The greens were poor. There was a big thatch problem and a big variation in grass species throughout the sward.”

To reduce the thatch levels, Miles devised a new comprehensive aeration and topdressing programme.

He explained: “I’m a believer in little and often when it comes to aeration and dressing. Greens were micro tined at 8mm twice a month followed by a dressing of straight sand. Our aim was 20 tonnes per month throughout the season.

“Sarrel rolling and star slitting were carried out on alternate weeks to keep the surface open. Verti draining with quarter inch tines

PROFILE

Name: Miles Todd
Role: Course Manager
Born: 26 November 1987
Handicap: 12
Favourite Sports Team: Liverpool
Hobbies: Football (plays for Denbigh Town FC), golf

was carried out at the beginning and end of the season, followed by a heavy dressing of one tonne per green.”

The team verticutted greens up to three times a month to refine and reduce unwanted rye and Yorkshire fog which had crept in. This work also reduced the build up of organic matter and kept the surface as true and quick as possible.

Miles continued: “Fertiliser and water inputs were kept to a minimum. A 3.0.3 had already been applied before I started. An 8.0.0 was applied twice through the season and the last granular of the year was a 3.0.3 in October. Liquid feed, seaweed and iron were all used to trickle the greens along.

“A wetting agent programme was also put in place. The result of this work has dramatically improved the playing surface, thatch is diluting and the root system is thriving.

“This season we are using the Symbio Compost Tea system which will work in conjunction with our aeration and topdressing programme to reduce thatch levels, encourage finer grasses and reduce our fertiliser and fungicide inputs.”

So that explains how the greens have been transformed. But what

other issues needed addressing?

“There was no definition on the course. The fairways were straight edged with no shape, so we changed the height of cut and let the rough grow a bit to achieve some definition. The pathways needed redefining too.

“Some construction had been attempted near a pond, but the area around it had been damaged during the work leaving bare clay. So that area had to be rotavated, topsoil put in then overseeded. The grass did take a while to grow because we had such a cold spring last year, which wasn’t ideal weather for me to start with!

“The bunkers also needed work, they hadn’t really been maintained. Members complained there was no sand in them, so we had a good rake around and discovered all the sand had compacted at the back of the bunkers – the sand had never been redistributed or ‘fluffed up’. This also posed drainage issues and a couple even had algae in them.

“When I came in the committee handed me a ‘to do’ list! A lot of it was pie in the sky – they were good ideas, but first we needed to get back to basics. I had to convince them that we did have so much potential

here, but first it was essential to improve what we had. We had some potentially great features such as ponds and ditches but they hadn't made the best of them."

Just days after Miles joined, an official from the Golf Union of Wales arrived to view Llandudno Maesdu with the prestigious Aberconwy Trophy just weeks away - and warned him they were in danger of losing the competition due to the poor state of the course.

He said: "It was a case of getting everything in as good a shape as we possibly could. The official returned a couple of weeks before the Trophy in July and could see we had made some progress, and agreed we could stage it on the proviso that everything would be up to scratch next year. We continued to make steady improvements and successfully held the LGU Seniors Home International in September."

Miles heads a team of four with a seasonal greenkeeper added to the team in summer. It's clear there is plenty of competition for golfers' attentions in the area. Llandudno Maesdu is so close to North Wales Golf Club that the two are only divided by a small railway line which trundles along the West coast, and the much-heralded Conwy Golf Club is a mere three miles away, so it's essential for the course to be in excellent shape.

Another issue which Miles confronted head-on was poorly maintained machinery.

"The bearings had gone on some of the machines, and no grinding had been done. We didn't have time to do repairs as we were concentrating on the course so we had to spend quite a lot of money on servicing. We now look after the machinery ourselves and have already cut the maintenance budget by £4,000 which says it all - that money can be reinvested in the course.

"If we have a major problem, we've got a good relationship with the dealer Major Owen and they can usually get here the same day. Also, we keep records of the machinery maintenance we carry out so if something goes wrong, the club knows it's not due to neglect."

In April I spoke to Stuart Imeson, the 22-year-old Head Greenkeeper at Dunstanburgh Castle Links, to discover how he coped with a senior role at a relatively young age. So what is Miles's view on this?

"I was Course Manager here at 25 and I think at that age you've got to prove yourself twice as much. Some of the committee said to me straightaway "you're too young". That got on my nerves, especially

