

Draft 7B



ROYAL COPENHAGEN GOLF CLUB

COURSE MANAGEMENT POLICY DOCUMENT

Approved by the Board xx-yyy-2015

COURSE MANAGEMENT POLICY DOCUMENT

INDEX

1. INTRODUCTION
2. AIM
3. ROLES AND RESPONSIBILITIES
 - 3.1 GENERAL
 - 3.2 THE BOARD
 - 3.3 THE GREEN COMMITTEE
 - 3.4 CLUB MANAGER
 - 3.5 COURSE MANAGER
 - 3.6 ALTERATION OF THE COURSE
4. COURSE MANAGEMENT OBJECTIVE
 - 4.1 PREAMBLE
 - 4.2 PUTTING SURFACES
 - 4.3 SURROUNDS AND APPROACHES
 - 4.4 FAIRWAYS
 - 4.5 SEMIROUGH
 - 4.6 ROUGH
 - 4.7 TEEING GROUNDS
 - 4.8 BUNKERS
 - 4.9 THE PRACTICE GROUND AND INDOOR TEACHING FACILITIES
 - 4.10 THE PAR-3 COURSE
 - 4.11 CONSERVATION AND ECOLOGY
5. COURSE MANAGEMENT POLICIES
 - 5.1 COURSE MANAGEMENT POLICIES
 - 5.2 GREENS AND PIN POSITIONS
 - 5.3 SURROUNDS AND APPROACHES
 - 5.4 FAIRWAYS
 - 5.5 SEMIROUGH
 - 5.6 ROUGH
 - 5.7 TEEING GROUNDS
 - 5.8 BUNKERS
 - 5.9 THE PRACTICE GROUND
 - 5.10 THE PAR-3 COURSE
 - 5.11 TIMING OF THE WORK ON THE COURSE
 - 5.12 FERTILIZATION AND CHEMICALS
 - 5.13 TOPDRESSING

- 6. COURSE RESTRICTIONS
 - 6.1 GENERAL
 - 6.2 COURSE CLOSURE
 - 6.3 TEMPORARY GREENS
 - 6.4 FROST CONDITIONS
 - 6.5 LOCAL RULES
 - 6.6 PATHS AND TRACKS
 - 6.7 WORK ON THE COURSE

- 7. HUMAN RESOURCES
 - 7.1 STAFF
 - 7.2 TRAINING AND EDUCATION
 - 7.3 MACHINERY
 - 7.4 FINANCE
 - 7.5 GREENKEEPING FACILITIES
 - 7.6 IRRIGATION

- 8. CONTROL
 - 8.1 FINANCIAL CONTROL

- 9. PROFESSIONAL ADVICE
 - 9.1 REQUIREMENT

- 10. HEALTH AND SAFETY
 - 10.1 HEALTH AND SAFETY

- 11. COMMUNICATION
 - 11.1 MEANS OF COMMUNICATION
 - 11.2 ADVISORY AND WARNING SIGNAGE

- 12. COMPLAINTS PROCEDURE
 - 12.1 COMPLAINTS

1. INTRODUCTION

The purpose of this document is to set forth the policies for the management of the golf course at Royal Copenhagen Golf Club (KGK). These policies have been approved by the Board and made available to all members to keep them informed. This document is to be used as a guide to the overall management and course maintenance for KGK. Any future changes must be approved by the Board after due consideration.

KGK was established on the 6th of December in 1898 as the first golf club in Scandinavia. The present 18-hole course, designed by an unknown Scottish architect, was open to play in 1928. The course is situated in "Jægersborg Dyrehave" a 1.000 ha. State owned Public Park situated 15 km north of the center of Copenhagen. This deer park was established in 1669 as the King's hunting ground, and at present around 2.000 deer are living in the park. The general layout of the course, which covers app. 26 hectares has only undergone minor changes in the subsequent years. In 1993 a new short par-3 hole was established, and for safety reasons an existing par-3 hole was closed. In the autumn of 2008 and 2009 the course was upgraded to adjust to the new architectural thinking and to the new long hitting golf equipment. New bunkers, mounds and hollows were introduced around the greens, fairway bunkers were reshaped and moved further away from the tees and new championship tees was added. Tom Mackenzie from the British company Mackenzie & Ebert was the architect and construction supervisor on this job.

The Royal Copenhagen Golf Course has the privilege of being placed in a large park where the nature for several hundred years has been untouched. Furthermore gentle changes of the course lay-out and good course management throughout the years have lead to a course, which is one of the best tests of golf in Denmark.

The golf course has a strong history as a regular venue for Danish and Scandinavian Champion Matches and has hosted numerous prestigious competitions. In 2005 and 2007 the club hosted the European Senior Tour events, and in 2013 the club hosted the National Junior Championship.

The Centenary book "Københavns Golf Klub 1898-1998" compiled and edited by Frederik Dreyer gives much details of the history of the Club.

KGK is a classic golf course close to the sea and part of a large public park. Every hole presents its own particular challenge to both high and low handicap players. This heritage has to be protected, and where appropriate to be improved for the benefit of the club's members. It is essential in the golf club management that the established policies for the course to be maintained.

2. AIM

The aim of this Course Management Policy Document (CMPD) is to set out details of the management of the golf course in order to implement a structured and clear forward plan and to promote good communication with the club members, the management of the public deer park managed by Danish Nature Agency, and the general public.

3. ROLES AND RESPONSIBILITIES

3.1 General

The management of the course involves a wide range of people and it is essential, therefore, their roles and responsibilities are clearly defined at the outset.

3.2 The Board

The Board is responsible for the overall direction and control of the club, including strategies, visions, policy, plans, and financial control.

3.3 The Green Committee

The Green Committee is responsible to the Board for implementing the policies outlined in the CMPD, formulating management strategies, proposing/approving amendments and assessing progress in relation to objectives. The Green Committee will also submit annual budgets, as well as long term capital expenditure plans and projects prepared by the Course Manager to the Board. The Course Manager is responsible for the custodianship and administration of the CMPD.

The Committee will meet regularly and issue minutes of meetings. Course inspections should also be made at a regular interval. The minutes will be sent to the Board.

The Green Committee comprises the Chairman of Green, minimum 3 members and the Course Manager. Two member of the committee shall also be a member of the Board. The Club Manager will be invited to attend the meetings.

The Course Manager may also be required to attend Board Meetings and make a report on the golf course.

3.4 Club Manager

The Club Manager is responsible for control systems to insure that the policies laid down are implemented and he is also responsible for expenditure control against the approved budget.

The Club Manager is responsible for and to insure that the club members and guests respect the leasing agreement between the park management and KGK. This agreement specifies that the visitors in the deer park always have the right of way in all areas, this including also the deer.

The Club Manager is responsible for the running communication with the Danish Nature Agency who is the manager the public deer park.

3.5 Course Manager

Course Manager is responsible in cooperation with the Club Manager for the implementation of this policy as outlined in CMPD and which includes, but is not limited to:

- Planning maintenance schedules in relation to fixture lists
- Liaising with the Green Chairman and Club Manager in any problem areas
- Machinery maintenance and repair
- Planning and preparation of annual and long term budgets
- Attending all Green Committee meetings and reporting on agenda items
- Maintenance of schedules and records relating to machinery and staff
- Personnel education/training, discipline, allocation of daily tasks
- Implementation of the club's health & safety policy
- Purchase and storage of fertilizers, topdressing, seeds and chemicals.
- Storage and safety of all equipment and materials
- Ecology
- Negotiating salaries and working conditions for the greenkeepers in accordance with instructions from the Board.

3.6 Alteration of the Course

The golf course is part of "Jægersborg Dyrehave" and therefore also part of EU habitat 2000 and any changes to the existing course is subject to prior approval from the Danish Nature Agency. Furthermore significant alterations to the architecture of the course may not be undertaken without full consultation with an international qualified and recognised golf course architect; currently KGK is consulting Tom Mackenzie from Mackenzie & Ebert.

4. COURSE MANAGEMENT OBJECTIVES

4.1 Preamble

Objectives will change over the years and therefore this document has to be altered accordingly.

The course has been renovated extensively during 2008 and 2009. The objectives over the next years will be to improve the standard of all the renovated areas and the golf course as a whole and gradually improve all the different elements from tee through green following recommendations from agronomist and golf course architect, currently KGK are consulting Alistair Beggs, STRI and Tom Mackenzie.

The objectives are that this golf course should improve to such a standard that it is one of the best-maintained and enjoyable courses in Denmark. It is to be maintained in excellent condition for the enjoyment of members of all handicaps and visitors. This standard will be achieved for the major part of the season (1st May to 15th October). If it is possible, the greens will be kept open during the winter month, and training facilities, including the par-3 course shall match the rest of the course in terms of level of maintenance. The driving range should be well drained, easy to collect balls and big enough for the club members. Putting green, pitching green and practice bunker should be of the same standard and treated as the greens and bunkers on the course.

The Course is laid out on soil structures ranging from loamy humus to sandy and free draining soil. Water retention on the course is much localized and generally only creates small problems. This allows the course to be open, when many other courses are closed for play. Compaction has occurred in many areas around the course, especially on green surrounds and on the fairways. This is caused by machines, general traffic by players, park visitors and the many deer. The agreed policy will be to relieve the compaction by verti-draining all fairways, around greens and other exposed areas.

4.2 Putting Surfaces

The objectives is to provide true, firm, acceptably paced and sustainable surfaces that will hold a well-struck shot from a tightly mown area. In order to achieve this objective the current policy is that the surfaces should be dominated by the fine fescues. The encouragement of fine fescues is important as they tend to be more drought and disease resistant, are quick to establish, possess a good recovery rate, and hardy and present good colour. With these aims in mind the putting surfaces will need careful management such as regular aeration, top dressing, fertilising, scarification and watering.

The putting surface shall be free of weeds, healthy and of good quality most of the year from May to October.

Since 2000 the policy at the club has been to reduce and discourage the proportion of annual meadow grass (*Poa annua*) which was at that time the dominant species on all the greens and introduce and encourage the more desirable fine fescue grasses. In order to achieve our objective the current policy is that the surface should contain 90% fescue on an average. This policy will be carried out at a pace that maintains the greens in a good state of play.

Another important aim is to provide a good standard of putting surface for as much of the year as possible, with the potential to produce exceptional standards for short periods at intervals throughout the main growing season.

Another very important aim is to insure uniform quality on all 18 greens. Not every green is progressing at the same pace in terms of grass species composition, which can be challenging in periods. Different managerial methods are applied in order to obtain the closest uniformity despite

4.3 Surrounds and Approaches

These areas demand high quality turf, shall have a good drainage capability and be free of weeds. Golfers should have the option of being able to putt, pitch or chip from the surrounds and therefore the quality objectives are much the same as for the putting surfaces, although management and maintenance regimes are less intensive. Wherever possible, surrounds and approaches should extend at least one mower`s width from the perimeter of the green and follow the green`s shape and contouring. The turf on approaches should be an intermediate calibre and quality between that of the putting surface and fairway. Approaches may extend up to twenty metres in the front of the green and although of lesser quality turf than the putting surface and surrounds, these areas require fairly intensive management.

4.4 Fairways

Our fairways are build on areas with a big variation of grass species, and the area have been undisturbed for several hundred years before the golf course was build. These very mixed grass composition will be difficult to change and maintenance operations should take this into account.

Fairways should be firm and uniform with high grass density to be able to carry the ball.

The finer grasses such as festuca and agrostis are to be promoted.

Muddy areas to be avoided.

4.5 Semi-Rough

These areas provide an intermediate zone between fairways and the rough. Wherever possible semi-rough should extend approximately 3 to 5 meters from the edge of the

fairways and should follow the contouring of the fairways. The semi-rough will be cut to a height, which will allow more golf balls to stop before they reach the rough. Also the extent and severity of semi-rough should penalise shots that have only just failed to stay on the fairway.

4.6 Rough

The line between the semi-rough and the rough is fixed by the agreement with the Danish Nature Agency and can only by special agreement be changed.

The shape, contouring and widths of the fairways and semi-rough may later be plotted by GPS and recorded so as to ensure continuity in the future.

4.7 Teeing Grounds

As approximately twenty percent of golf is played from teeing grounds their importance should not be underestimated. Teeing grounds should present a firm level surface with correct orientation to help indicate the direction in which the hole is to be played.

To achieve and maintain the required standard, the grass species must be strong and possess good establishment and recovery rates. Furthermore the teeing grounds must be free of weeds.

4.8 Bunkers

Part of the renovation programme carried out in 2008 and 2009 was reshaping and refilling of new sand in all greenside, and fairway bunkers.

Bunkers are an integral part of golf strategy and aesthetics. Bunkers should facilitate a fair presentation of the ball together with a satisfactory stance for the golfer. Bunkers should be free draining and provide adequate room for a full swing.

The quality of bunker sand should be uniform in all the fairway and greenside bunkers. The bunkers should offer good playability and controllable bunkershots.

The type, depth, particle size and pH value of sand within bunkers must conform to the same and correct specification. It is also imperative that the playing characteristics of the sand in the bunkers throughout the course are consistent and this objective should be paramount in terms of (1) the construction of new bunkers, (2) the refurbishment of existing ones and (3) routine maintenance operation.

Currently, the club is using as bunkersand: washed 0-2 mm sand from NCC Sorø.

Consequently, the design, dimensions and placement of bunkering should be the result of the Course Architect`s imagination and artistry combined with the Club`s golfing requirements.

4.9 The practice Ground and Indoor Teaching Facilities

The practice area consists of a driving range, 2 practice greens for short game and 2 putting greens. The driving range should be maintained as fairways, whereas the tee-off area should be maintained as teeing grounds on the 18-hole course.

The greens and practice bunkers should be maintained as the 18-hole course.

Two separate special designed rooms for indoor training and teaching are also provided.

4.10 The par-3 Course

The course is located in a beautiful area of the deer park close to the driving range. Several old trees are part of the par-3 course; the species are oak and white hawthorn. The lay-out to be maintained is a 5-hole course with holes of different length from 50m to 105m.

The par-3 course should be maintained and kept up to the same standard as the 18 hole course.

4.11 Conservation and Ecology

Royal Copenhagen Golf Club is situated in the state owned public deer park “Jægersborg Dyrehave”. KGK has a long term leasing agreement with the Danish Nature Agency which also describes all restrictions which the club has to follow and respect.

5. COURSE MANAGEMENT POLICIES

5.1 Course Management Policies

These policies incorporate the management principles which should be adopted to achieve the objectives outlined in section 4, and must be sustainable, minimise disruption to play and, where possible, maximise the benefits of each operation. Maintenance must take account of variables such as the deer park environment, local climate and weather conditions, course usage and available resources e.g. finance, labour etc.

5.2 Greens and Pin Positions

The objectives are being achieved by a programme of minimal fertilizer and water along with a continual programme of aeration, hollowcoring, overseeding and top dressing as recommended by the R&A's Best Practice Guidelines.

The HOC (Height off Cut) on greens is the responsibility of the Course Manager and depends on his reading of future weather conditions, forthcoming competitions, the state of the soil, etc. During spells of good growing weather, the normal HOC is 4.5mm to 5mm and up to 7mm in late autumn and through the winter months. The greens are cut 6 days a week in the growing season and as necessary through the winter months. Monday is maintenance day where extensive works can take place if weather is permitting.

Rolling of the greens with a Turf-Iron will take place instead of mowing on certain days of the week in summer to maintain smooth, slick putting surfaces without lowering the height of cut.

Overseeding of the greens will continue every year and from 2007, only Fescue is being used. Slender Creeping Red Fescue/Chewings Fescue being the chosen species. *Agrostis tenuis* is used as an addition to the weaker greens (1, 18 and puttinggreen) in order to give a better coverage.

Verti-cutting will be applied to greens throughout the season, together with the use of pencil tines to encourage moisture penetration and the deeper rooting grasses.

A policy of minimum irrigation is being followed and any dry patches which develop will be treated with wetting agents and hand watering.

The annual treatment of greens includes hollow tining, verti-draining, pencil tining, starslitting, brushing, verti-cutting, overseeding and top dressing.

To prevent greens to be damaged by deer traffic, the surface must be kept firm.

Stimp meter readings are to be taken on a weekly basis during the playing season on 4 greens and any second week on the putting green at the driving range. The readings are published to the Board and the Green Committee and subsequently thereafter at the bulletin board in the club house.

Our target performance level is:

- 7ft 0in – 8ft 0in in the early season
- 8ft 0in – 9ft 6in during the playing season
- 9ft 6in – 10ft 6in tournament target

It is a target to have as consistent greens as possible. At present the aim is to have a divergence of maximum 1 foot from the fastest (12th) to the slowest (18th) green in 80% of the season's readings.

Moisture level and trueness is also measured on the 4 greens and on the putting green. Moisture level is gathered in order to have the greens as firm as possible. The club aims to have moisture levels between 15% and 20%. Trueness is a very important characteristic of the playing surface. Trueness is measured by using the Greenstester. This is an acceptable alternative to the more advanced but also very expensive Truenessmeter developed by STRI. The truenessmeter is used whenever the STRI pays the club a visit.

The Greenstester is a device where a ball is released from a ramp from a desired length from the hole. If the ball goes in the green is true. The test is conducted with 10 balls so the more balls that goes in the truer the green.

The goal at Copenhagen will be to have 8 out 10 balls on the 4 greens which are tested (5,15,18 and drivingrange puttinggreen) in 80% of the season's readings.

Holes are changed on a regular basis, usually 4 to 6 times per week, throughout the main playing season. This frequency may be reduced to once a week during the winter period as a result of declining levels of play, inclement weather and/or ground conditions.

5.3 Surrounds and Approaches

It is the plan that the approaches should receive the same care as the greens. Therefore the approaches are verti-drained, hollowcored, overseeded and top dressed on a programmed basis. Such work is not possible to that degree on the surrounds. High and low points are handforked if aeration is needed. Only trouble areas are hollowcored. Surrounds are top dressed a couple of times a year to promote firmness and evenness. Normal HOC will be 8mm to 12mm in the main playing season. Approaches and surrounds receive the same kind and level of fertilizer as the greens. Fertilizers with phosphates are to be avoided.

5.4 Fairways

Fairways are cut 2 to 3 times per week in the playing season and when there is good growth. The height of cut (HOC) will be between 13mm and 20mm. Normally the first cut is in the beginning of May. In the fall the HOC can be raised above 20mm in order to counter any smearing of turf due to worm cast.

A continued programme of verti-draining and brushing will be maintained to improve the quality of the grass sward. Fertilizers have not been used for more than 10 years, but 2015 will be a test year to see if a light application of ammonium sulphate will provide a better quality of turf and discourage the continued development of clover on fairways.

The fairways are generally in a healthy state and easy to maintain but are falling behind in quality compared to all other golf course elements and that trend will be accentuated more over the coming years. The fairways are weak in growth, patchy, ridden by worm casts and drought prone on the top of the old farmland ridges.

A key action to obtain better fairways is to continue on a regular aeration programme. The verti-draining is conducted to relieve compaction about 15-20cm down in the soil. This action will in time improve the weak and patchy growth pattern of the fairways.

2015 will also see the continuation of a small scale programme of topdressing the fairways at 1,10,11,13 and 18.

5.5 Semi-Rough

The semi-rough will normally be cut to a height no lower than 35mm. For the last 2 years the HOC has been 50 mm in order to better stop the balls from running into the rough. Semi-rough is cut one time per week if in good growth. According to the agreement with the management of the deer park, the line between the semi rough and the rough must not be changed.

5.6 Rough

Normally no maintenance or other works must be performed in the rough.

5.7 Teeing Grounds

Presently, the turf on the tees is comprised by a mixture of *Festuca* and *Poa pratensis*. It's the objective to maintain this mixture or slightly alter towards a straight *Festuca* stand.

The tees will be cut to a height no lower than 8mm during main playing season and during dry conditions. In wetter periods and outside the main playing season the height of cut will be 12 mm or above.

Depending on growth patterns tees will be cut 3 times per week in the main playing season.

Only tees made of wood or other organic material is allowed to be used.

Maintenance routines: aeration, scarifying, top dressing and fertilizing are all practised on a programmed basis. Fertilizer treatments should be intelligently determined and carefully applied so as to keep soil fertility levels low.

Through the playing season there will be an on-going divoting programme using a mixture of topdressing and seeds. If a normal week, the green staff should be able to repair all teeing grounds.

The Tee-markers are moved every time the tees are cut and if necessary more frequent. The permanent bronze markers are trimmed on a monthly basis through the playing season.

It is important that the tees look as invisible and natural as possible. As much as possible of the tee banks are to be left untouched and considered as rough. In other cases the tee banks are cut in the same height as the semi rough.

5.8 Bunkers

Bunker fringes should be edged and trimmed to a height that will permit a ball to be gathered into the hazard. On fairway bunkers, only the fringes along the semi-rough and

fairway will be trimmed. The bunker fringes closest to the rough should keep a natural and unmanicured appearance. The traffic by players and deer's in the bunkers are highly different from bunker to bunker. The redistribution of the sand in the bunkers must therefore be very selective and be performed at least at six-weekly intervals. To facilitate consistency of texture and playing characteristics, "NCC Sorø sand" with particle size distribution of approx. 65% in the 0.25 – 1.0 mm range, will be used in all bunkers.

Bunkers will be inspected daily by greenkeepers. They will be examined regularly for water retention and the functionality of the soak-away installed. The sand depth in the bunkers should ideally be around 8 cm.

A rake will be provided for each bunker. The rake will be placed outside the bunker, closest to a rough edge and along the playing direction.

5.9 The Practice Ground

Continuous repair of divots on the tee-off area is vital in maintaining the quality and presentation of the area.

Only in the spring, in the autumn and in very wet periods mats will be needed on the tee-off area. The opening for play on grass will be decided by the Course Manager.

The height of cut is the same as on fairway.

Depending on growth patterns the tee-off area will be cut 5 times per week.

Maintenance routines: aeration, scarifying, top dressing and fertilizing are all practiced on a programmed basis. Fertilizer treatment should be intelligently determined and carefully applied so to keep soil fertility level low.

Flags in a distance of 50, 100, 150 and 200 m from the tee-off line will be replaced every day.

Dividers and bagstands are put in position every day of the season and is collected at nightfall.

All practice balls will be collected every day and transported to the ball-washing machine.

The driving range itself shall be maintained as the fairway on the 18 hole course.

5.10 The par-3 Course

Maintenance of the tees, fairways, bunker and greens should be of the same standard as the 18-hole course.

5.11 Timing of Work on the Course

Much essential work has to be completed before a certain time each day, and within certain timescales during the year. It will be the aim of the Course Manager, in regular discussion with the Greens Committee and the Club Manager, to plan this work well in advance so that the periods which work has to be done can be agreed, taking into account the golf programme, and subsequently communicated to members.

5.12 Fertilization and Chemicals

The policy is to use no phosphates on the greens whilst analysis shows excess. Nitrogen based fertilizers- 8.0.0 or 4.0.8 will be used with small quantities of iron and liquid Seaweed. 30 kg/ha to 60 kg/ha of Nitrogen per season is recommended to maintain the dominance of the Fescue/bent grasses and discourage future Poa annua invasion.

The golf course is only allowed to use fungicides on the greens and only on a curative basis. The use of herbicides and insecticides are not allowed unless they are approved for use in ecologically maintained farming.

The Course Manager is expected to keep up to date with the latest chemicals available and use these together with appropriate fertilizers to help keep the golf course in the best possible condition.

5.13 Top dressings

Top dressings to greens will take place during the playing season. Total Dressings on greens, approximate 100 tonnes per year, comprising of a mixture of sand and compost. The preferred top dressing is a Green Mix Light supplied by SOLUM Gruppen. A straight sand dressing can also be used occasionally, but should not be used in excess due to the risk of layering.

Top dressing is also applied to tees, surrounds, approaches and practice area. These quantities may vary slightly from year to year depending on weather conditions and the golfing calendar.

6. COURSE RESTRICTIONS

6.1 General

This Section of the CMPD is designed to clarify the safeguarding of objectives during periods of high wear and inclement weather. At any time but mainly during winter months, the use of alternative greens/holes are seasonal and/or necessary measures designed to protect the golf course from damage and/or ensure the health and safety of golfers and employees. In addition, the course may be closed for short periods of time as a result of unusual temporary weather condition which may threaten the safety of golfers and/or

employees. Examples include, but are not restricted to waterlogging of greens, fog, ice and electrical storms. Separate safety notices detailing the actions/procedures to be followed by both golfers and employees in these situations, are posted on notice boards in the clubhouse and in the startinghouse.

6.2 Course Closure

The decision to close the course will be the result of discussions between the Course Manager and the Club Manager, or in their absence, their appointed deputies.

During a competition, the course may be closed by the match leader or an authorised member of the Board supervising the competition.

After closure, the condition of the course will be closely monitored with restrictions reviewed accordingly. The decision to re-open the course will be made by the Course Manager and/ or Club Manager or their appointed deputies.

A decision to reopen the Course may be taken at any time after an inspection by an authorised person, who will ensure that it is safe to resume play.

6.3 Temporary Greens

Temporary greens will only be used when absolutely necessary. Ongoing maintenance programmes such as relieve compaction and apply regular applications of top dressing will reduce the need to use temporary greens.

It is the responsibility of the Course Manager to decide daily, the need for temporary greens. The option of “resting” certain holes, particularly during the winter months will also be considered as part of this process.

Considerations are:

- Is the normal green too soft to take foot traffic
- In frosty weather would footmarks damage the top crusty surface
- During times of intensive work on regular greens, a temporary green may be used in order for the work to proceed more quickly and efficiently

6.4 Frost Conditions

Damage caused by play during frosty weather falls into two main categories:

When frozen, plant tissues are easily bruised by players’ feet. Following a thaw, it is often possible to see brown footmarks for several weeks. The greater the weight of play in hard frost, obviously the greater becomes the extent of this damage. Affected areas remain thin for long periods and are more susceptible to disease in the spring

Long term damage is caused when play takes place after a sudden thaw. In these conditions the top 13 mm or so becomes soft, while underlying soil remains frozen. Root damage occurs from the shearing action as player's feet move the soft, unfrozen surface across the frozen sub-surface. This disrupts putting playing surfaces and creates weak areas that may not recover before the height of the playing season.

The best way to overcome these problems is to use the temporary greens

6.5 Local Rules

In order to assist reasonable play, permanent or temporary Local Rules may be introduced and implemented. Permanent Local Rules will be published on the Club scorecard whilst any amendment or temporary Local Rules will be published in notice form and circulated by E-mail.

6.6 Paths and Tracks

The policy should be that wherever possible all paths leading to and from teeing areas should be grass. All paths should be inspected, repaired and renewed when necessary. This work will be carried out during the low season.

6.7 Work on the Course

The golfer of today is much more aware of the quality and presentation of the course, and demands constant improvement in the playing surface on a year round basis. The green staff are faced with ever increasing level of compaction, wear and tear and the need to work without inconveniencing the golfer.

The staff is aware that the course is there for the benefit and enjoyment of members and visitors, and work programmes are planned accordingly

To achieve the best possible balance:

- Staff starts early enough to prepare the course by working ahead of the golfers.
- Players are asked to give priority to green staff so that daily course preparation can be completed in the shortest possible time.
- Players are to ensure that it is appropriate for them to play without endangering the green staff.
- Green staff will, when working on a green or fairway, move aside when appropriate and give a clear hand signal when they are ready for a ball to be played to that green or fairway.
- To the players, please repair pitch marks and replace divots

7. HUMAN RESOURCES

7.1 Staff

The present and agreed staffing levels and hierarchy are as follows:

- Course Manager
- First assistant
- 3 green keepers
- Seasonal workers, in accordance with needs

7.2 Training and Education

Training is an essential element in achieving a well-trained, experienced and motivated staff. There is a commitment to the training and education of green staff, who are all encouraged to obtain the Danish greenkeeper education and participate in seminars and courses to the maximum of their individual abilities. Staff is also encouraged to become members of The Danish Greenkeepers Association (DGA) and to attend discussion groups organized by this association. For the fulltime employees the membership of DGA is sponsored for by the club.

7.3 Machinery

The Green Committee regards the provision of the necessary machinery and equipment as an essential pre-requisite in achieving the policies set out in this document. To ensure this, a rolling 5 year capital expenditure programme will be submitted for the Board approval as part of the annual budget cycle. This programme will be reviewed and updated on an annual basis. Additionally, as part of the annual depreciation exercise, all equipment will be reviewed and disposals made as necessary.

The Course Manager has the responsibility to keep up-to-date with developments in golf course machinery, and to bring his recommendations to the notice of the Green Committee, including competitive quotations for acquisition and disposal of machinery.

The Course Manager is also responsible for the maintenance of all machinery in all its aspects, including all health and safety requirements, as well as records of use, preventative maintenance, major servicing, adjustments, etc.

7.4 Finance

The Board is committed to the allocation of sufficient KGK funds to achieve the policies set out in this document

7.5 Green keeping Facilities

For a golf club to operate efficiently it must provide an area for the safe and secure storage of machinery and materials.

The existing facilities are situated next to the clubhouse and consist of:

- Course Manager's office
- Kitchen/ staff rest room
- Toilets and shower room
- Mechanical workshop
- Garages for most of the clubs machinery
- Chemical storage
- Vehicle wash-down facility
- Diesel and gasoline storage
- Booths for topdressing and sand

7.6 Irrigation

The policy for the use of irrigation on the golf course is to promote the red fescue as the dominant grass specie on the greens, surrounds and tees. The overall policy is therefore to use as little water as possible, albeit not to the detriment of the grass growth.

The policy is to manage the water supply and always use the water available from the well on the course. A record of the quality of water is to be kept.

The irrigation programme for the golf course is the sole responsibility of the Course Manager, and in his absence, the Deputy. The irrigation system is commissioned for use by late March and de-commissioned in late October/ early November. Maintenance of the system is the responsibility of the Course Manager in conjunction with qualified irrigation engineers.

8. CONTROL

8.1 Financial Control

In September – October each year the Course Manager and the Green Chairman will produce a list of machinery, showing performance and notes on any problems that have shown up during the year. This will lead to a definitive spending budget for the next financial year for replacements and repair, which should be in line with the five year rolling budget.

Also budget for the green keeper staff and the annual course budget including fertilizers, chemicals and dressings for the next year will be reviewed carefully and all these 3 different parts of course budget should be discussed with the Green Committee and a revised budget sent to the Board for approval.

The Green Committee, the Green Chairman and the Course Manager will besides the annual budget also provide a total 5 year budget as a rolling budget including investments. This budget should to be approved by the Board as the goal for the next 5 to 10 years to be able to full fill the objectives and the course policy, but can be revised yearly.

A monthly review of expenditure, compared with budget will be carried out by the Course Manager and Green Chairman and presented for the Green Committee and after approval sent to the Board for finally approval.

The Course Manager may not approve or agree to any expenditure which is not a part of the approved budget.

9. PROFESSIONAL ADVICE

9.1 Requirement

While the Board fully recognises the efficiency and professionalism of the existing staff, it is the policy of KGK to seek opinions and audits from a qualified Agronomist and/or the Dansk Golf Union, at such intervals as are from time to time deemed appropriate. The Agronomist currently nominated is Alistair Beggs, STRI. He will visit the course once per season, and submit a comprehensive written report, which will be considered by the Green Committee to draw up a suitable action plan.

The Course Manager is authorised to seek assistance from other qualified agronomists or the Dansk Golf Union, for soil analysis or for any questions he may have concerning any abnormal occurrences, such as an invasion of unusual fungi or pests.

10. HEALTH AND SAFETY

10.1 Health and Safety

The Club Manager is the contact person for all matters related to "Arbejdstilsynet" Danish Working Environment Authority. The Club Manager is responsible for carrying out a APV (State of labour environment) analysis annually and report to the Board.

KGK is now from 2012 the user of the "M-system" (A environment data base) for all internal investment control including APV reports, covering all personal in KGK and covering all consumptions.

11. COMMUNICATION

11.1 Means of Communication

As previously stated reports and policies on subjects such as agronomy, course architecture etc are already in place and are or will be published on the club's Web Site.

Further information is provided to Members in our club publication "Eremitagen". These articles will normally be written by the Course Manager.

Written communication will also take the form of suitably worded notices posted on the appropriate notice boards and circulated by E-mail. The Club Manager is responsible for this aspect of communication.

Web Sites: www.kgkgolf.dk and www.kgkgolfklub.dk

11.2 Advisory and Warning Signage

External information signs notifying the temporary use of winter greens, winterrules e.g. These information's will be posted on the notice boards in the club house and in the starting house.

Advisory signs will be placed at the driving range and the practice greens.

12. COMPLAINTS PROCEDURE

12.1 Complaints

Members and visitors may not, under any circumstances, complain about the conduct of a member of staff, nor about the state of the course, to any member of the green staff. Any complains must be made to the Club Manager or the Green Chairman. They will investigate the matter together with the Course Manager. If they cannot deal with the complaint themselves, the matter will be submitted to the Green Committee or Board as appropriate