



## CGCS 2012 Recommendations

### The Committee for Golf Club Salaries

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## Introduction

The Committee for Golf Club Salaries formed in 1997 to recommend minimum levels of pay for greenkeepers in the United Kingdom. Initially, these recommendations were based on hearsay evidence and did not take into account regional variations.

The Committee has conducted several extensive, nationwide surveys of greenkeepers pay and qualifications through golf club secretaries, when it became apparent that the majority of golf clubs were attempting to pay greenkeepers at or near the recommended rates. However, some clubs were paying salaries at a far higher level whilst some clubs were paying extremely low salaries.

The Committee recommends that annual increases in salary should be based on the increase in average earnings as shown in the Office for National Statistics, Average Earnings Index for June each year. The Index can be found at [www.statistics.gov.uk/instantfigures.asp](http://www.statistics.gov.uk/instantfigures.asp). This Index was chosen as it reflects the average increase in earnings across the UK.

The Committee tries to include as much information as possible in its recommendations each year. However, it would be impossible to include all salaries for all clubs in all parts of the UK and golf clubs

need to interpret the recommendations to suit local needs, link local salaries to job descriptions and to local economies, increasing the recommended salaries as necessary.

Job specifications show the range of duties that trained, qualified greenkeepers, supervisors and managers could perform. Golf Clubs can use these to produce job descriptions for each member of the greenkeeping team. Job specifications and draft job descriptions are available from CGCS and can be found in the BIGGA Training and Development Manual available through the BIGGA and GCMA websites.

Although there are many job titles for workers on golf courses e.g. Assistant Greenkeeper, Greenkeeper, First Assistant Greenkeeper, Foreman, Deputy Head Greenkeeper, Head Greenkeeper, Course Manager etc, there are three types of job. These are greenkeeper, supervisor and manager. Because of tradition or local needs, some golf clubs may wish to continue to call their supervisors for example, first assistants, deputy head greenkeeper or deputy course manager. The Committee recommends that they are all called supervisors for job specification, salary and terms and conditions of service. Similarly, managers can be called for example head greenkeeper or golf course manager. The Committee recommends that they are all called managers for job specification, salary and terms and conditions of service.

# General Recommendations

## *The Committee for Golf Club Salaries recommend that:*

a. All greenkeepers be paid a salary based on the Recommendations. Recommended salaries are based on the total package that includes housing, car, phone, pension etc, where appropriate.

b. The CGCS have recommended a 3% increase from the 2011 rates. This comes after a period of no increases. The CGCS appreciates the strain on Club Finances during the current economic problems but feel that the time has come to recognise the pressure this is placing on employed staff. The Government has reverted to Retail Price Index (RPI) from Average Earnings Index (AEI), it is the intention of the CGCS to do likewise. Whilst not keeping with the RPI this year, the CGCS feel a 3% increase on 2011 figures is a fair increase.

c. All greenkeeping staff over the age of 18 should be given access to a pension fund. It is recommended that each individual contributes a minimum of 3% of salary. It is also recommended that golf clubs contribute a minimum of 5%.

d. All greenkeepers entering the industry should be given training to achieve a minimum of Level 2 N/SVQ Sportsturf.

e. All golf clubs should comply with Health and Safety requirements, including maximum working hours and all other Employment Regulations e.g. minimum national wage.

f. Salary scales are based on a 40 hour week.

g. Overtime should be paid to greenkeeping staff at time and a half for Saturdays and double time for Sundays and Bank Holidays. Alternatively, time off should be given in lieu.

h. Golf course managers, and their deputies should be part of the management structure of a club and should be given time off in lieu as appropriate for any overtime worked.

i. All greenkeepers should be insured against death in service.

j. Greenkeepers should be encouraged to continue to develop their skills and knowledge, as appropriate.

k. Clubs should pay BIGGA membership subscriptions for all greenkeepers.

l. Course managers employing trainee staff should be encouraged to train for A1 assessor award and L12 training award.

## Information

### LEGISLATION

#### Working Time Regulations

Working Time Regulations The Working Time Regulations Act came into force on 1 October 1998. The Regulations, which apply to most workers over the minimum school leaving age (16) include a number of specific rules to protect workers from having to work excessive hours without a break.

Adolescent workers (18 and under) are entitled to:

- Two days off each week (this cannot be averaged over a two week period)
- An uninterrupted period of 12 hours rest per day.
- A minimum of 30 minutes, unpaid, rest break if they work longer than 4.5 hours per day.

Adult workers (over 18) are entitled to:

- One day off each week (this may be averaged over a two week period)
- Eleven hours consecutive rest between each working day
- A minimum of 20 minutes, unpaid rest break if their working day is longer than 6 hours.

#### Weekly Working Hours

Employers are to take all reasonable steps to ensure that employees do not work more than an average of 48 hours per week averaged over 17 weeks. The averaging period may be extended to up to 52 weeks if an agreement is reached between employers and employees. However, those aged 18 years and under may work only a maximum of 8 hours a day (i.e. 40 hours a week). There are no opt outs to this regulation for those under 18.

All workers are entitled to a minimum of 5.6 weeks paid holiday per year, where a week's leave is equivalent to the time that the worker would work in a week e.g. those working a 5 day week will be entitled to 28 days holiday).

- Part time employees are entitled to a pro rata period of leave.
- Currently, there is no statutory right to bank and public holidays.
- All employers should keep records to confirm that they are complying with Regulations.

#### National Minimum Wage

In October 2010 the government extended the adult minimum wage rate to 21-year-olds.

##### Minimum wage rates

The current National Minimum Wage rates (from October 2011) are:

- £6.08 an hour for workers aged 21 and over (£12646 per year)
- £4.98 an hour for workers aged 18 to 20 (£10358 per year)
- £3.68 an hour for workers aged 16 to 17 (£7654 per year)

Apprentice minimum wage - £2.60 per hour

The government also accepted a recommendation from the Low Pay Commission (LPC) to introduce an apprentice minimum wage of £2.60 per hour.

The new rate will apply to:

- apprentices under 19
- apprentices aged 19 and over, but in the first year of their apprenticeship

### DETAILS

1. The salaries quoted for greenkeepers are the recommended level to be paid on appointment, depending on age, experience and qualifications.
2. Draft contracts, draft terms and conditions of service, job specifications, draft job descriptions and information on qualifications are available from CGCS and in the BIGGA Training and Development Manual.
3. Qualified mechanics should be paid the appropriate qualified greenkeeper rate. Qualified mechanics who are also qualified greenkeepers should be paid the appropriate qualified greenkeeper rate+ 5%.
4. Staff with other relevant qualifications e.g. A1 Assessor, (previously D32, D33), L2 (Trainer), First Aid Certificate, PA1, PA2A, PA6 (Spraying) should be given additional remuneration at the employers discretion.
5. Qualified means that a person holds a formal qualification and 'can do the job' on your golf course. (e.g. N/SVQ Level 2 Sportsturf plus tasks such as machinery settings, customer care etc). (See BIGGA Training and Development Manual for more details).
6. Under training means that a person is not yet fully competent to perform all tasks on your golf club.
7. Staff who have been awarded a work related qualification on a full time course (e.g. OND, HND Foundation Degree) may need a period of on the job experience before receiving the appropriate qualified rate.
8. Greenkeepers should be awarded increments depending on length of service, promotion to supervisory and management positions and/or local negotiations.
9. Age on appointment refers to age starting work as a greenkeeper - not necessarily at their current club.
10. Greenkeepers under training i.e. those not yet competent should be paid a training salary, but not less than the Minimum Wage.

# London

## All clubs within a 30 mile radius of Big Ben

Recommended starting salary for trainees, apprentices working towards N/SVQ Level 2 in Sportsturf Maintenance (or equivalent) and qualified greenkeepers

### UNDER TRAINING

#### Age on appointment as a greenkeeper

	16	17	18	19	20	21
On proving competence	£10,714	£11,357	£11,872	£12,187	£12,242	£13,553
After 6 months	£11,969	£12,316	£13,832	£14,870	£15,985	£17,193
After 12 Months	£12,316	£13,832	£14,870	£15,985	£17,193	£18,473
After 18 Months	£13,832	£14,870	£15,985	£17,193	£18,473	£19,856
After 24 Months	£14,870	£15,985	£17,193	£18,473	£19,856	£21,345
After 30 Months	£15,985	£17,193	£18,473	£19,856	£21,345	
After 36 Months	£17,193	£18,473	£19,856	£21,345		
After 42 Months	£18,473	£19,856	£21,345			
After 48 months	£19,856	£21,345				
After 48 months	£21,345					

### QUALIFIED

#### Age on appointment as a greenkeeper

	16	17	18	19	20	21
On becoming qualified	£15,215					
After 6 months	£16,355	On becoming qualified				
After 12 Months	£17,585	£17,585				
After 18 Months	£19,548	After 6 months				
After 24 Months	£20,551	£19,548	On becoming qualified			
After 30 Months	£21,843	After 12 Months	£20,551	£20,551	On becoming qualified	
After 36 Months	£23,480	After 18 Months	£21,843	After 6 months	£21,843	
		£21,843	£21,843	£21,843	£21,843	
After 42 Months		After 24 Months	After 12 Months	After 6 months	On becoming qualified	
		£23,480	£23,480	£23,480	£23,480	£23,480
After 48 months		£23,480	£23,480	£23,480	£23,480	£23,480

Further rises limited to the annual increase in average earnings and/or promotion.

Under training means that a person is not yet fully competent to perform all tasks on your golf club. Qualified means that a person holds a formal qualification and 'can do the job' on your golf course. (e.g. N/SVQ Level 2 Sportsturf plus tasks such as machinery settings, customer care etc). See BIGGA Training and Development Manual for more details.

Recommended range of salaries for supervisors (e.g. Deputy Course Manager, Deputy Head Greenkeepers, First Assistants) from £25,348 to £34,183 depending on experience, range of duties and size of golf course.

Recommended range of salaries for managers (e.g. Course Managers and Head Greenkeepers) from £34,600 to £52,132 depending on experience, range of duties and size of golf course.

# South East

including:

Bedfordshire, Buckinghamshire, Oxfordshire, Berkshire, Hampshire, East and West Sussex, Kent, Surrey, Essex and Hertfordshire

Recommended starting salary for trainees, apprentices working towards N/SVQ Level 2 in Sportsturf Maintenance (or equivalent) and qualified greenkeepers

## UNDER TRAINING

### Age on appointment as a greenkeeper

	16	17	18	19	20	21
On proving competence	£10,281	£10,758	£11,872	£12,187	£12,241	£13,553
After 6 months	£11,449	£12,307	£13,230	£14,224	£15,289	£16,436
After 12 Months	£12,307	£13,230	£14,224	£15,289	£16,436	£17,681
After 18 Months	£13,230	£14,224	£15,289	£16,436	£17,681	£18,994
After 24 Months	£14,224	£15,289	£16,436	£17,681	£18,994	£20,417
After 30 Months	£15,289	£16,436	£17,681	£18,994	£20,417	
After 36 Months	£16,436	£17,681	£18,994	£20,417		
After 42 Months	£17,681	£18,994	£20,417			
After 48 months	£18,994	£20,417				
After 48 months	£20,417					

## QUALIFIED

### Age on appointment as a greenkeeper

	16	17	18	19	20	21
On becoming qualified	£14,554					
After 6 months	£15,649					
After 12 Months	£16,822	On becoming qualified £16,822				
After 18 Months	£18,078	After 6 months £18,078				
After 24 Months	£19,435	After 12 Months £19,435	On becoming qualified £19,435			
After 30 Months	£20,893	After 18 Months £20,893	After 6 months £20,893	On becoming qualified £20,893		
After 36 Months	£22,459	After 24 Months £22,459	After 12 Months £22,459	After 6 months £22,459	On becoming qualified £22,459	£22,459

Further rises limited to the annual increase in average earnings and/or promotion

Under training means that a person is not yet fully competent to perform all tasks on your golf club. Qualified means that a person holds a formal qualification and 'can do the job' on your golf course. (e.g. N/SVQ Level 2 Sportsturf plus tasks such as machinery settings, customer care etc). See BIGGA Training and Development Manual for more details.

Recommended range of salaries for supervisors (e.g. Deputy Course Manager, Deputy Head Greenkeepers, First Assistants) from £24,708 to £33,949 depending on experience, range of duties and size of golf course.

Recommended range of salaries for managers (e.g. Course Managers and Head Greenkeepers) from £33,258 to £49,863 depending on experience, range of duties and size of golf course.

# All remaining UK

Recommended starting salary for trainees, apprentices working towards N/SVQ Level 2 in Sportsturf Maintenance (or equivalent) and qualified

## UNDER TRAINING

### Age on appointment as a greenkeeper

	16	17	18	19	20	21
	£9,341	£9,808	£10,606	£10,839	£11,160	£12,704
On proving competence	£10,357	£11,635	£12,567	£13,512	£14,526	£15,614
After 6 months	£11,635	£12,567	£13,512	£14,526	£15,614	£16,788
After 12 Months	£12,567	£13,512	£14,526	£15,614	£16,788	£18,044
After 18 Months	£13,512	£14,526	£15,614	£16,788	£18,044	£19,396
After 24 Months	£14,526	£15,614	£16,788	£18,044	£19,396	
After 30 Months	£15,614	£16,788	£18,044	£19,396		
After 36 Months	£16,788	£18,044	£19,396			
After 42 Months	£18,044	£19,396				
After 48 months	£19,396					

## QUALIFIED

### Age on appointment as a greenkeeper

	16	17	18	19	20	21
On becoming qualified	£13,815					
After 6 months	£14,728	On becoming qualified				
After 12 Months	£15,980	£15,980				
After 18 Months	£17,173	After 6 Months				
After 24 Months	£17,937	£17,937	On becoming qualified			
After 30 Months	£19,490	After 12 Months	£17,937			
After 36 Months	£20,949	After 18 Months	£19,490	After 6 months	On becoming qualified	
After 42 Months	£22,502	£19,490	£19,490	£19,490	£19,490	
After 48 months	£24,055	After 24 Months	£20,949	After 12 Months	After 6 months	On becoming qualified
		£20,949	£20,949	£20,949	£20,949	£20,949

Further rises limited to the annual increase in average earnings and/or promotion

Under training means that a person is not yet fully competent to perform all tasks on your golf club. Qualified means that a person holds a formal qualification and 'can do the job' on your golf course. (e.g. N/SVQ Level 2 Sportsturf plus tasks such as machinery settings, customer care etc). See BIGGA Training and Development Manual for more details.

Recommended range of salaries for supervisors (e.g. Deputy Course Manager, Deputy Head Greenkeepers, First Assistants) from £23,041 to £30,236 depending on experience, range of duties and size of golf course.

Recommended range of salaries for managers (e.g. Course Managers and Head Greenkeepers) from £30,717 to £47,372 depending on experience, range of duties and size of golf course.

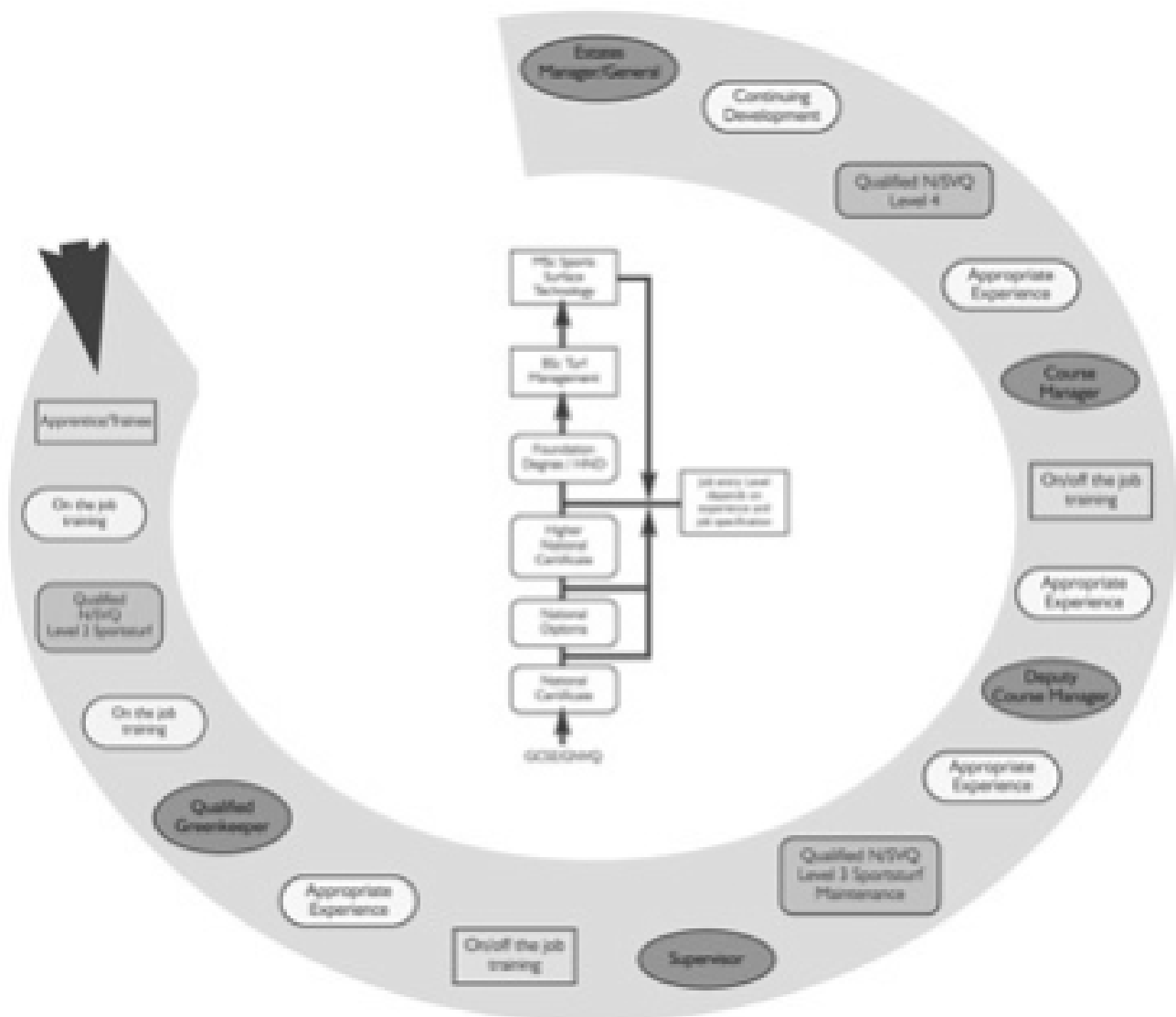
# Career Pattern

There are three ways to enter the greenkeeping profession, these are qualified entry, unqualified entry or as an apprentice. Unqualified greenkeepers need little in the way of formal academic qualifications but they need to have an interest in golf and must be willing to work outdoors in all types of weather.

They join the profession by applying for a job on a golf course as a trainee greenkeeper. Most golf courses use on-the-job training that leads to the award of an N/SVQ in Sportsturf.

However, many trainees are now trained and assessed at work. Greenkeepers holding a work related qualification e.g. (HND) enter the profession as trainees and can become qualified greenkeepers/supervisors after an appropriate period of experience. Apprenticeships in Sports Turf are being made available in most areas of Britain. Further details can be obtained from your local Learning Skills Council or from the Greenkeepers Training Committee (01347 838640) or from a Careers Office.

The career pattern of apprentices follows that of the unqualified entrant, i.e. they enter paid work and are trained to National Standards leading to a vocational qualification. The main difference is that the training and employment is guaranteed in the contract made between the apprentice, the employer, the training provider and the LSC.



## Contacting us...

If you have any questions about salaries, career path or conditions of employment, please contact us using one of the following methods;

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