



CGCS

COMMITTEE FOR  
GOLF CLUB SALARIES

## 2019 Recommendations

**The Committee comprises:**

**Chairman:** Eddie Bullock, Golf Management Consultant  
George Barr: BIGGA Representative  
Scott Reeves: BIGGA Representative  
Tracey Maddison: BIGGA, Head of Membership Services  
Cameron Dawson: GCMA National Captain  
Niki Hunter: GCMA Professional Development Manager  
Joe Kelly: PGA Lead Business Relationship Officer  
Richard Flint: England Golf

## Chairman's Statement

The Committee for Golf Club Salaries has made some significant strides during 2018, focusing on the four core objectives that the Committee worked towards:

2018 Objective	Update
<ul style="list-style-type: none"> <li>Inviting a broader range of governing bodies to align with CGCS</li> </ul>	<ul style="list-style-type: none"> <li>England Golf, the PGA and Golf HR are additional contributors to CGCS who compliment the interests of the existing committee members.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the profile of CGCS with a coordinated communications strategy.</li> </ul>	<ul style="list-style-type: none"> <li>During the Autumn a dedicated website will be introduced aimed at establishing an improved communication for all golf clubs.</li> </ul>
<ul style="list-style-type: none"> <li>Focus relentlessly on the key goal of supporting vibrant and healthy golf clubs.</li> </ul>	<ul style="list-style-type: none"> <li>We have increased meetings throughout the year, with far more emphasis on connecting with golf clubs that support CGCS.</li> </ul>
<ul style="list-style-type: none"> <li>Focus on the trends that will affect the future employment challenges for golf clubs.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to focus on how to improve the information delivered through the salary reports. Continued research in how we can improve the process will be one of the main priorities as we move forward.</li> </ul>

The CGCS is focused on bringing improved value to golf club businesses, in an ever-changing marketplace, with the uncertainty of Brexit on the horizon. We firmly believe that golf clubs that value and invest in their staff will be best placed to succeed in this challenging climate.

## Opportunities

The Committee for Golf Club Salaries is committed to supporting the healthy golf industry by acting as a positive reference for all club staff and club officials. It is a pivotal time for golf clubs to recognise that the competitive marketplace is increasingly becoming dominated by service and the need to engage knowledgeable people into their unique workforce. The CGCS recognises that further information needs to be provided to influence club officials about the professional educational development programmes available within the golf industry.

## Challenges

For golf clubs to flourish it is critical that they engage the right professional skill set to enable their business to prosper. Concerns about the levels of pay in golf clubs have been growing in recent years. It is becoming more apparent that low pay has an impact on the golf clubs workforce, contributing to problems with morale, recruitment, retention, leadership and diversity. If golf clubs are to deliver an excellent service, they have to value their staff and this includes ensuring that salary levels reflect people's commitment and skills.

## Recommendation

The CGCS recommends an increase of 2.3% over the 2018 figures, this is based on the overall average of RPI/CPI and wage inflation percentages.

The CGCS recommended rates of pay package are guidelines only and that, as in many industries, some staff will earn substantially more, while others will earn less, depending on the standing of the golf club. Superior results come from employing the most driven workforce, enabling staff to continuously learn and develop, making work more meaningful, a team fused by trust and purpose is crucial and much more potent, such a group can deliver a more powerful product.

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.

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' and should be treated as such, whilst taking into account individual and team performance and any increase in responsibility and/or qualification.

b. The CGCS recommends an increase of 2.3% over the 2018

figures this is based on the overall average of RPI/CPI and wage inflation percentages.

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 an assessor qualification.

## Information

### LEGISLATION

#### Working Time Regulations

The Working Time Directive is the European Directive that brought the Working Time Regulations to the UK in 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 (17 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 (18 and over) 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. 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. Employees can choose to work more than 48 hours a week on average if they're over 18. This is called 'opting-out'. Employers can ask employees to opt-out, but this cannot be forced on an employee nor can an employee be sacked or treated unfairly for refusing to do so. An opt-out option can be for a specified period or indefinitely. It must be voluntary and in writing. An opt-out agreement can be cancelled by either party at any time. An opt-out agreement is illegal if it is part of an employment contract. It has to be a separate document.

#### Holiday Entitlement

All workers are entitled to a minimum of 5.6 weeks paid holiday per year (28 days), 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.

Employers need to state whether the 28 days holiday received by employees includes or excludes bank holidays.

- If an employee reduces their working hours, review and amend their holiday entitlement pro rata.
- All employers should keep records to confirm that they are complying with Regulations.

#### National Minimum Wage and National Living Wage

The hourly rate for the minimum wage depends on your age and whether you're an apprentice.

You must be at least school leaving age to get the National Minimum Wage and aged 25 to get the National Living Wage - the minimum wage will still apply for workers aged 24 and under

##### Current rates (April 2018)

These rates are for the National Living Wage and the National Minimum Wage. The rates change every April.

- £7.83 an hour for workers aged 25 years and over
- £7.38 an hour for workers aged 21 to 24 years
- £5.90 an hour for workers aged 18 to 20 years
- £4.20 an hour for workers aged Under 18
- £3.70 an hour for Apprentices (applies to all 16 to 18 year olds and to those aged 19 and over in the first year of their apprenticeship).

#### Who gets the minimum wage

For more information on who is entitled to the minimum wage visit:

[www.gov.uk/national-minimum-wage/who-gets-the-minimum-wage](http://www.gov.uk/national-minimum-wage/who-gets-the-minimum-wage).

Contact Acas [www.gov.uk/pay-and-work-rights/](http://www.gov.uk/pay-and-work-rights/) if you're not getting the National Minimum Wage and think you should be.

#### 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 or directly from BIGGA or the GCMA.
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).
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	£12,422	£13,167	£13,763	£14,130	£14,192	£15,713
After 6 months	£13,878	£14,279	£16,036	£17,240	£18,534	£19,933
After 12 Months	£14,279	£16,036	£17,240	£18,534	£19,933	£21,419
After 18 Months	£16,036	£17,240	£18,534	£19,933	£21,419	£23,021
After 24 Months	£17,240	£18,534	£19,933	£21,419	£23,021	£24,746
After 30 Months	£18,534	£19,933	£21,419	£23,021	£24,746	
After 36 Months	£19,933	£21,419	£23,021	£24,746		
After 42 Months	£21,419	£23,021	£24,746			
After 48 months	£23,021	£24,746				
After 48 months	£24,746					

### QUALIFIED

#### Age on appointment as a greenkeeper

	16	17	18	19	20	21
On becoming qualified	£17,641					
After 6 months	£18,962	On becoming qualified				
After 12 Months	£20,387	£20,387				
After 18 Months	£22,674	After 6 months				
After 24 Months	£23,826	£23,826	On becoming qualified			
After 30 Months	£25,324	After 12 Months	£25,324	On becoming qualified		
After 36 Months	£27,222	£27,222	After 18 Months	£25,324	On becoming qualified	
		After 24 Months	£27,222	After 6 months	£27,222	On becoming qualified
						£27,222
						£27,222

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). Recommended range of salaries for supervisors (e.g. Deputy Course Manager, Deputy Head Greenkeepers, First Assistants) from £28,953 to £39,045 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 £39,522 to £59,547 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	£11,919	£12,472	£13,763	£14,130	£14,191	£15,746
After 6 months	£13,273	£14,277	£15,339	£16,490	£17,726	£19,055
After 12 Months	£14,277	£15,339	£16,490	£17,726	£19,055	£21,522
After 18 Months	£15,339	£16,490	£17,726	£19,055	£21,522	£22,021
After 24 Months	£16,490	£17,726	£19,055	£21,522	£22,021	£23,671
After 30 Months	£17,726	£19,055	£21,522	£22,021	£23,671	
After 36 Months	£19,055	£21,522	£22,021	£23,671		
After 42 Months	£21,522	£22,021	£23,671			
After 48 months	£22,021	£23,671				

## QUALIFIED

### Age on appointment as a greenkeeper

	16	17	18	19	20	21
On becoming qualified	£16,873					
After 6 months	£18,143					
After 12 Months	£19,502	£19,502				
After 18 Months	£20,959	£20,959				
After 24 Months	£22,533	£22,533	£22,533			
After 30 Months	£24,223	£24,223	£24,223	£24,223	£24,223	
After 36 Months	£26,039	£26,039	£26,039	£26,039	£26,039	£26,039

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). Recommended range of salaries for supervisors (e.g. Deputy Course Manager, Deputy Head Greenkeepers, First Assistants) from £28,223 to £38,759 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 £37,988 to £56,956 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
	£10,831	£12,472	£13,763	£14,130	£14,191	£15,746

On proving competence	£12,007	£13,490	£14,571	£15,666	£16,841	£18,103
After 6 months	£13,490	£14,571	£15,666	£16,841	£18,103	£19,464
After 12 Months	£14,571	£15,666	£16,841	£18,103	£19,464	£20,919
After 18 Months	£15,666	£16,841	£18,103	£19,464	£20,919	£22,489
After 24 Months	£16,841	£18,103	£19,464	£20,919	£22,489	
After 30 Months	£18,103	£19,464	£20,919	£22,489		
After 36 Months	£19,464	£20,919	£22,489			
After 42 Months	£20,919	£22,489				
After 48 months	£22,489					

## QUALIFIED

### Age on appointment as a greenkeeper

	16	17	18	19	20	21
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	On becoming qualified £16,018					
After 6 months	£17,083	On becoming qualified				
After 12 Months	£18,564	£18,564				
After 18 Months	£19,911	After 6 Months £19,911				
After 24 Months	£20,796	After 12 Months £20,796	On becoming qualified £20,796			
After 30 Months	£22,596	After 18 Months £22,596	After 6 months £22,596	On becoming qualified £22,596		
After 36 Months	£24,288	After 24 Months £24,288	After 12 Months £24,288	After 6 months £24,288	On becoming qualified £24,288	£24,288

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). Recommended range of salaries for supervisors (e.g. Deputy Course Manager, Deputy Head Greenkeepers, First Assistants) from £26,318 to £34,535 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 £35,087 to £54,110 depending on experience, range of duties and size of golf course.

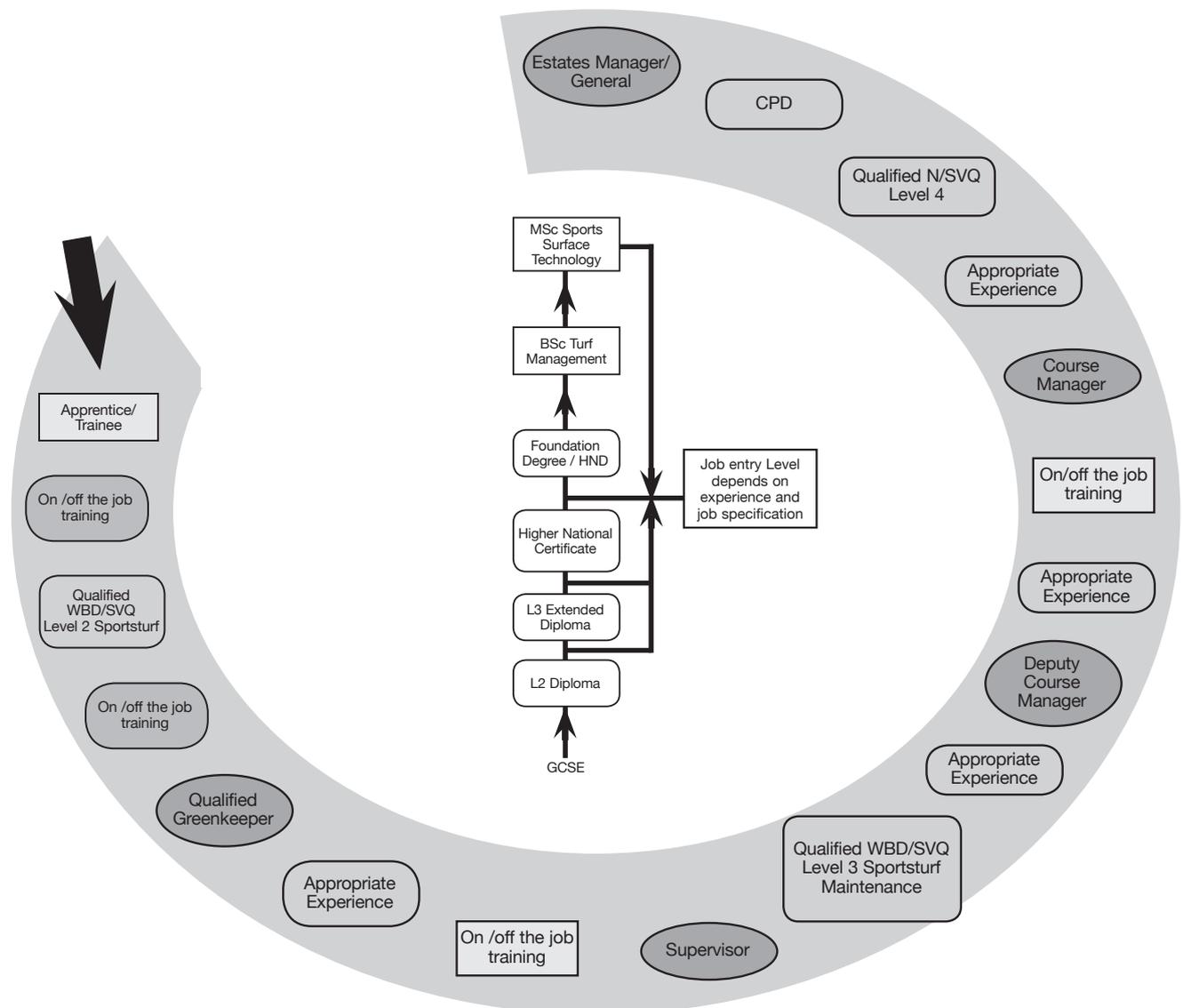
# Career Pattern

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 a work based Diploma in Amenity Horticulture (Greenkeeper).

However, many trainees are now trained and assessed at work. Greenkeepers holding a work related qualification e.g. Diploma's or Foundation Degree in Sports Turf enter the profession as trainees and can become qualified greenkeepers/supervisors after an appropriate period of experience. Apprenticeships in Sports Turf are available in most areas of Britain. Further details can be obtained from the National Apprenticeship Service, online at [www.apprenticeships.org.uk](http://www.apprenticeships.org.uk) 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 National Apprenticeship Service.



## Contacting us...

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

**Post:** Administration, Committee for Golf Club Salaries, PO Box 59, Alne, York YO61 1ZW

**Telephone:** 01347 830 155

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