



THE GOLF CLUB

ISSUE 70 | SEPTEMBER 2023

MANAGER

THE OFFICIAL JOURNAL OF THE GOLF CLUB MANAGERS' ASSOCIATION

GCMA 

2023 CONFERENCE

November 12-14

Theme

TEAM CULTURE

Leonardo Hotel and Conference Venue
Hinckley Island, Leicester

GCMA CONFERENCE

FULL PROGRAMME
LISTINGS AND WHO
AND WHAT TO EXPECT

GOVERNANCE BLUEPRINT

WHY CLUBS SHOULD BE
USING THIS GUIDE FOR
A SUCCESSFUL FUTURE



WOMEN AT THE FORE

NATALIE MCCOLL ON
HER SPECIAL WEEK
AT WALTON HEATH

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ON THE COVER:
GCMA Conference

WELCOME

ISSUE 70 | SEPTEMBER 2023

It was a pleasure and honour as always to attend the Open Championship at Royal Liverpool and represent the GCMA at the many meetings and events that go on throughout the week.

A key theme which is really starting to bear fruit is collaboration and it was really useful to spend time discussing and progressing plans on various projects with the likes of the R&A, England Golf, Wales Golf, BIGGA and the PGA. I also managed to squeeze in about an hours worth of watching the Golf! That new par 3 17th really is something...

In August, it was on to Walton Heath for the Women's Open.

I was delighted to attend the Women in Golf Awards during the week and celebrate some wonderful achievements and contributions throughout our sport.

Walking around the course, it was great to see so many families and junior golfers taking part in activities and being inspired by some of the world's best golfers.

We also hosted a small group of our female members for the day, who also got to attend the Women in Sport Leadership Summit – we hope you enjoyed a very well deserved day out!

Women's sport really is on the rise, with great coverage of The Hundred cricket, the Netball World Cup and the Football World Cup all hitting our screens at the moment, it really is great to see and if, like me, you have a young daughter, inspiring the

next generation to play more sport!

I'd like to give a special mention and huge congratulations to GCMA members Simon Newland at Royal Liverpool, Alex Woodward at Walton Heath and John Edwards at Royal Porthcawl for the incredible work they've been involved with and everything they've delivered in hosting major championships at their clubs this Summer. What incredible achievements all round.

We've been enjoying working with many of our members as they seek to achieve GCMA Accreditation during the most recent application window.

We continue to be delighted with the response and supporting you all through the programme. Thank you to those that have taken part so far and congratulations on your achievements. Our latest list of Accredited members will be announced shortly.

This year seems to be going incredibly quickly and the 2023 GCMA Conference is nearly upon us already!

In this months magazine we're excited to be announcing the full programme of keynote speakers and breakout sessions.

Based on your feedback, you'll see a lot more 'member-led' content this year, which we hope you will enjoy.

The conference theme of 'Team Culture' has certainly inspired a lot of you to get involved and after all, that's what our association is all about!

Tom Brooke, CEO



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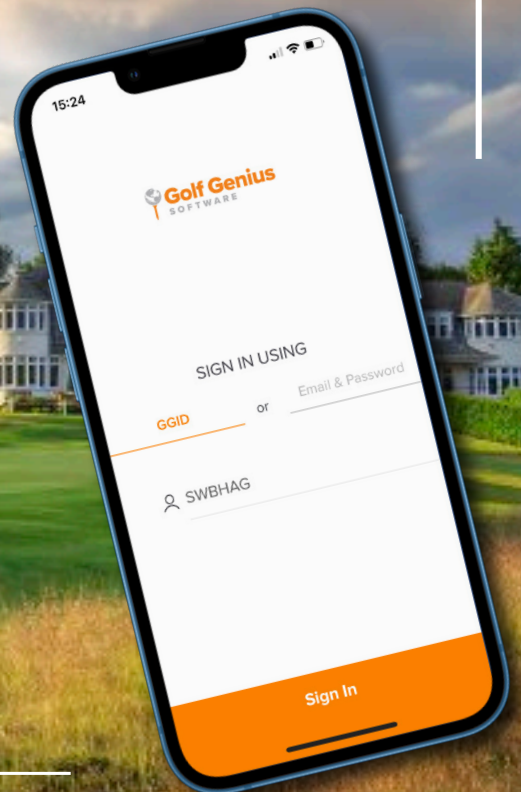
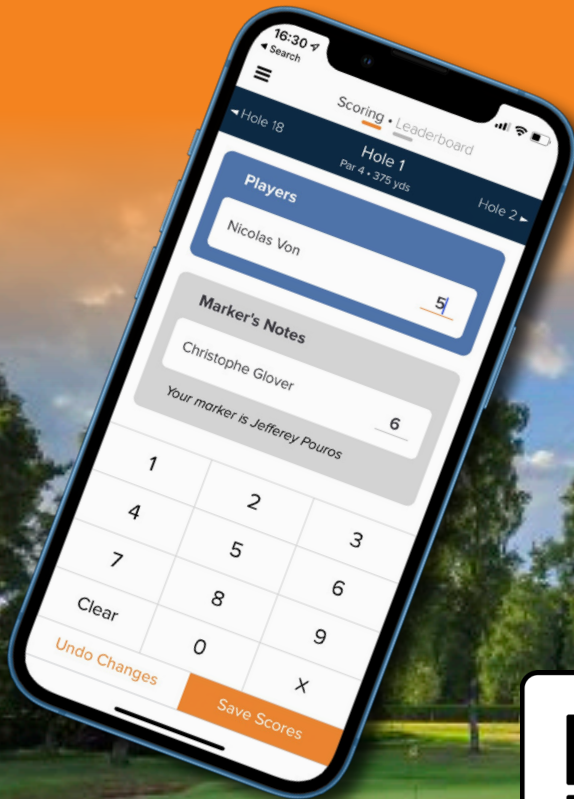
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STUART WILSON
Managing Secretary



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GCMA

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what's happening in the world of the
GCMA

GCMA 2023 Conference

Theme

TEAM CULTURE

Introducing our keynote speakers

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Owen Eastwood

Belonging – The Ancient Art of Togetherness

Owen has worked with many leading sports teams around the world, including the England football team, South African cricket team and the New Zealand rugby team



Brendan Hall

Leading Teams Through Adversity and Change

Brendan is one of only 10 people in history to lead the winning team in the Clipper Round the World Yacht Race



Craig Haldane

Engaging Teams and Building Bridges

Craig is a highly-experienced specialist in creating collaborative work environments in the golf industry



Annette Anderson

Great Expectations

Annette is a leading people and culture executive with over 30 years of experience with companies including Lloyd's and Ford



Kevin Fish

Strategies for Team Culture

Kevin is a successful golf club manager now leading his own training and consultancy business

**GCMA
CONFERENCE
2023**

BOOK YOUR PLACE NOW



A message from the GCMA

The world has changed a lot and in many ways in the past few years. The Covid19 pandemic enforced a sense of separation amongst society and in local communities that many people have never experienced before.

As an unexpected outcome of the pandemic, golf participation has grown to levels not experienced in a long time, leading to huge opportunities for our industry. At the same time, we're faced with some significant challenges – the economic climate and a return to a more 'normal' way of life is putting pressure on member retention.

Staff recruitment and retention is also putting many hurdles in front of us that we're going to need to overcome if we're to continue to operate our golf clubs successfully in the future.

Many golf clubs also continue to struggle with the differing needs and demands of members and the often fractious nature of relationships between boards, committees and the employed management team. Equality, diversity and inclusion is also playing an increasingly important role in society and as leaders we have to be equipped and prepared to deal with the ever-evolving nature of our society.

Golf clubs are special places though, they bring people together from different backgrounds and with many different motivations and reasons for being part of their local leisure hub. A positive team culture for everyone involved – staff, members and the wider community – can make a huge difference.

Our amazing line up of keynote speakers, as well as presenters and facilitators of the many workshops and breakout sessions throughout the event, will be providing you with know how, insights and inspiration on how to improve your leadership skills and capacity for generating, developing and maintaining a successful, healthy and sustainable model for team culture within your club. It will give your teams, your members and the wider community a sense of value, a sense of pride and a sense of belonging.

Our event is inclusive – so we look forward to welcoming GCMA members and non-members alike. Nor are we just open to managers – but also to all golf industry professionals and anyone involved in decision making at golf clubs.

We look forward to seeing you at Hinckley Island.

Team GCMA

GCMA 2023 Conference







PROGRAMME OF EVENTS

SUNDAY NOVEMBER 12

16:00 - 18:00	Registration and Exhibition
16:00 onwards	Team golf event with The Golf Foundation – Paris Suite
18:00 - 19:30	Welcome and official opening of conference Tom Brooke, CEO Followed by informal buffet and drinks
19:30 - 21:00	VIP/celebrity guest speaker Conor Moore
21:00 - 00:00	Late night bar



8:30	Registration and exhibition		
9:00 - 09:45	Conference welcome, GCMA update and GCMA Insights 'live' Tom Brooke & GCMA Board members		
9:45 - 10:30	Keynote Speaker 1: Strategies for Team Culture Kevin Fish		
10:30 - 11:00	Coffee & Exhibition		
11:00 - 11:55	Breakout 1 Know How Using Data to inform our Employee and Member Retention Strategies Amelia Lewis Players 1st	Breakout 2 Inspire Member Engagement – Being More than Just a Golf Club Kerry Alligan-Smith Redditch Golf Club and GCMA Board Director	Breakout 3 Hot Topics Threats and Opportunities in Sustainable Agronomy Paul Woodham R&A
	Breakout 4 Know How Leading an Army of Volunteers Tom Sheffield Michinhampton Golf Club	Breakout 5 Inspire Improving Lives Through Golf in the Community Isaiah Mwesigi Afriyea Golf Academy Leighton Walker Cirencester Golf Club	Breakout 6 Hot Topics Greenkeeping – Industry Issues and Workforce Development Jim Croxton BIGGA
12:00 - 12:55			
13:00 - 14:15	Lunch, exhibition and breakouts		

13:20 - 14:15	Breakout 7  Know How Building an 'In-House' Team Neil Coulson-Bence St Annes Old Links	Breakout 8  Inspire Golf as a Vehicle for Equality, Diversity and Inclusion Matt Draper England Golf Martin Crowder The Golf Foundation	Breakout 9  Hot Topics Sustainability and Water Management – Carnoustie Links Case Study Shaun Anderson Rain Bird Malcolm Pennycott Golf Finance
14:25 - 15:10	Keynote Speaker 2: Generational Change in the Workplace Annette Andrews		
15:10 - 15:40	Tea & Exhibition		
15:40 - 16:35	Breakout 10  Know How Strategies for Successful Employee Engagement Paul Adams Sheringham Golf Club	Breakout 11  Inspire A Culture of Wellbeing at the Heart of your Team Leadership Gareth Morgan Minchinhampton Golf Club & GCMA Chairman	Breakout 12  Hot Topics Enhancing Productivity and Increasing Employee Engagement Annette Andrews Experienced Chief People Officer
16:45 - 17:30	Keynote Speaker 3: Belonging – The Ancient Art of Togetherness Owen Eastwood		
18:30 - 19:15 19:30 - 00:00	Drinks reception including Accreditations and Mentor Awards GCMA Gala Awards Dinner 2023		



8:30	Registration and exhibition		
9:30 - 10:15	Keynote Speaker 4: Engaging Teams and Building Bridges Craig Haldene		
10:20 - 11:15	Breakout 13  Know How Successful Relations – The GM, The Head Greenkeeper and the Greens Committee Howard Craft Berkshamsted Golf Club	Breakout 14  Inspire The Lion, the Which and the Wardrobe! – A members golf club's turbulent 1500m journey to a new home Gary Stangoe Reading Golf Club	Breakout 15  Hot Topics Effective Relationships – Golf Club Managers and their Boards Jerry Kilby Principal, Kanda Golf
11:15 - 12:00	Coffee and exhibition		
12:00 - 12:45	Keynote Speaker 5: Leading Teams Through Adversity and Change Brendan Hall		
12:45 - 13:00	Close of Conference Tom Brooke, CEO, Golf Club Managers' Association		
13:05 - 14:00	Lunch & Exhibition		

Networking and entertainment in abundance AT GCMA CONFERENCE

Beyond the **insightful sessions** and **informative workshops**, the GCMA Conference is renowned for its **networking opportunities** and **social activities**

This year's conference promises an exceptional line-up of education and entertainment, ensuring that attendees not only enhance their professional connections but also enjoy unforgettable experiences. The networking and social activities offer a perfect blend of entertainment and connection-building opportunities. From the comedic brilliance of Conor Moore's performance to the immersive indoor golf in collaboration with TrackMan and the charitable indoor chipping challenge, attendees will

have a plethora of engaging experiences to choose from.

Additionally, the gala dinner and GCMA Awards along with the workshops and keynote speakers will undoubtedly make for an unforgettable conference.

Don't miss out on these incredible opportunities to forge professional connections, contribute to a worthy cause, and learn from industry experts at this year's conference.

Here are some of the exciting events that await at this year's event.



SUNDAY COMEDY CLUB

The conference kicks off on Sunday night with an evening of laughter and entertainment. The talented and hilarious Conor Moore will take the stage, captivating the audience with his incredible impersonations and comedic sketches. Moore's performance promises to set the tone for a fun-filled and vibrant conference experience.



TEE OFF WITH TRACKMAN

Pit yourself against colleagues and other members of the GCMA with the indoor golf simulator provided by Trackman. This will offer an authentic experience that allows you to fine-tune your swing and compete against fellow attendees in individual and team events. It can be competitive, for a laugh, or even an icebreaker when networking with someone new.



MUSIC WITH DAMIAN DELAHUNTY

After the gala dinner and GCMA Awards ceremony, delegates will be able to enjoy music performed by the talented Damian Delahunty. Damien's music will provide the perfect backdrop for networking and socialising allowing attendees to unwind and enjoy themselves after a productive day of conference activities.



INDOOR CHIPPING CHALLENGE – FOR THE GOLF FOUNDATION

Supporting the Golf Foundation, the chosen charity for the conference, the Indoor Chipping Challenge will test your accuracy and precision as you take on the challenge. By participating, you'll contribute to the Golf Foundation's mission of introducing young people to the game of golf. It's an opportunity to make a positive impact while enjoying a friendly rivalry among fellow attendees.



MONDAY NIGHT GALA DINNER AND GCMA AWARDS

The gala dinner and GCMA Awards ceremony will celebrate the exceptional individuals and teams within the golf club management industry. Awards such as Golf Club Manager of the Year, Newcomer of the Year, Team of the Year, Support Manager of the Year, Outstanding Contribution and Lifetime Achievement will be presented, honouring those who have made significant contributions.

A blueprint for **GOOD GOVERNANCE**



GCMA CEO Tom Brooke, governance expert Jerry Kilby and England Golf's Matt Draper and Gavin Anderson helped **create this new tool** and explain why clubs should be using it to ensure their **governance** is in the right place

The GCMA's collaboration with England Golf has resulted in the publication of A Blueprint for Good Governance – which offers golf clubs help, insight and guidance to build a successful future – all in an easily-digested and manageable format.

It considers leadership frameworks within clubs, diversity, change management and culture – among many others – and is also supported by a range of self-review checklists, templates, research and in-depth guides.

The guide, which is designed to encourage a direction of travel to help make structured improvements, breaking the key components into modular stages with a suggested order, dictated by the relative importance of each element.

Kicking off the discussion, Brooke explained that one of the reasons the association was keen to collaborate on the project was to help the working environment for golf club managers, as well as the wider success of golf clubs.

"We know governance very much underpins the culture of the golf club," he said. "Good governance can underpin a great culture and a thriving golf club and poor governance can do the absolute opposite.

"It has such a fundamental

impact on the professional and personal wellbeing of a golf club manager and the team of employees at a golf club."

England Golf club support manager Gavin Anderson agreed, explaining the catalyst of comprehensively updating a guide that has existed in one form or another for nearly a decade: "We see, day-to-day, lots of problems that are happening in golf clubs, and, in most cases, you can take them back to something not being quite right with their governance."

Acknowledging that even though there was nothing wrong with the governance support available in the past, there was a recognition that there was a challenge in trying to get clubs to buy in to upgrading their governance, to get them to see things slightly differently and that it's not always a difficult and serious topic to tackle.

Anderson explained how the new guide tries to help clubs on that journey: "What we've tried to do was maintain the depth and detail of content that we provided, but try to break that up into a more modular format and, in doing so, put it together in a suggested pathway, so that others can understand that there were some things that had to be done, and done right, before we then move on to making other tweaks."

While there are four headline areas to the toolkit, England Golf club, county and membership director Matt Draper explained how there are more than 250 further resources available once clubs start delving into the guide, which can help clubs take an evolutionary approach to updating their governance.

"People we talk to, be it a manager, volunteer or board members, would look at it and think, 'If we're going to change our governance, are we talking about an 18-month or two-year process? Are we talking about a complete revolution?'

"It's broken down into those four different stage areas so clubs can dig into the handbook, and think, 'I now better understand this area, and I want to look into the resources to get more in-depth guidance'.

Acknowledging that, in the past, tackling what could seem like an insurmountable task might have felt overwhelming for clubs. Draper hopes the easy-to-digest format should help clubs get moving: "Hopefully it's a little bit more rewarding to work on because once you've ticked off all the sections of the stage, it might provide that encouragement to continue to improve.

"Whereas in the past, maybe not knowing where to start or not knowing what order to do it in, made it hard to get going

because it takes such a long time to feel that progress has been made.”

Brooke was keen to highlight the strengthening relationship between the GCMA and the other governing bodies.

“We were delighted to have been invited by England Golf to collaborate on the project, and it’s a great example of how the partnership is developing between ourselves and England Golf and the other home unions. We’re working a lot more closely.”

Highlighting the importance of the document, governance expert Jerry Kilby explained the importance of creating strong foundations for a golf club.

“Governance underpins every aspect of a successful club. Poor governance will not allow you to do the things you want to do, whether it’s growing your membership or improving your golf course or clubhouse facilities.

“The things that you want to do to improve your club are made more difficult when the governance structure, or some would say the decision-making structure, at the club is poorly organised.”

Kilby explained that the guide is perfect for long term projects, and clubs shouldn’t be daunted, and think everything must be implemented on day one. Describing a trait he’d identified in the most successful clubs he works with, he said: “I see those who are willing to just make small changes but on a regular basis, which moves them a little bit forward – one year to the next.

“The golf club industry really doesn’t like wholesale revolution and I hope we can avoid that by gradual change and continual improvement. Even if you feel you don’t need to look at your



articles, you aren’t incorporated and you are good at compliance – great! Okay, let’s have a look at a board evaluation.”

Wearing two hats as both podcast host and a golf club manager, Leighton Walker identified what he saw as the core purpose of the guide.

“I guess what this all leads to is a good culture in clubs. Good governance will lead to good culture, which will lead to happy members, and we know that happy members means happy



Listen to the GCMA Insights podcast

The topic was discussed in a recent episode of our podcast on Golf Club Talk UK, you can listen to the whole episode by visiting gcma.org.uk/podcasts

“We know governance very much underpins the culture of the golf club. Good governance can underpin a great culture and a thriving golf club and poor governance can do the absolute opposite” – Tom Brooke, GCMA CEO

Our experts



Gavin Anderson
England Golf club support manager



Tom Brooke
GCMA CEO



Matt Draper
England Golf club, county and membership director



Jerry Kilby
Governance expert

golf club managers as well. So that’s probably what we’re all looking for here, aren’t we?”

Tom Brooke also pointed out the genuinely collaborative nature of the creation of the guide, highlighting the input of serving golf club managers as well as the GCMA board of directors.

“This hasn’t sat in my inbox and I’ve just said ‘Yes, let’s approve it’. This is a piece of work that a team of experienced, well-qualified golf club managers have been involved with.”

What next for the rollout of the guide? Representatives from England Golf will be presenting at the GCMA 2023 Conference, before both organisations work to improve the communication between golf club managers, boards and committees, with a series of in-person events in 2024.

“I think it’s going to be really valuable to get all of those stakeholders in the same room, actively talking and engaged on governance and how we can better support clubs and those

stakeholders to work together to improve their structures,” Brooke concluded.

“And, in turn, improve the culture of the club and the long-term sustainability and success of their golf clubs.”

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Meet the Board

JUDY BARKER



We speak to members of the GCMA board of directors about their backgrounds, motivations for joining the board, and expertise in golf club management. **This week: Sandy Lodge's Judy Barker**

Quick career background

I started working life in 1983 at the Nationwide Building Society in Harlow, Essex, but also worked for a time at the Nationwide in Worcester; stayed with them for a number of years before working for the Agricultural Training Board. I had my daughter in 1996 and then started working for Bishops Stortford Golf Club in 1999 one day a week, which soon became full-time work and in 2005 I was promoted to secretary/manager until leaving in November 2021. I took on the general manager position at Sandy Lodge in April 2022.

Why did you join the GCMA in the first place?

I joined because I wanted to be able to meet and learn from other like-minded golf club managers and I soon found out that it is the best networking body to belong to. I know that the pandemic brought the country to a standstill but, as far as networking goes, it actually meant that WhatsApp groups appeared, and have continued, so the networking has got even better.

What motivated you to apply to join the board?

I wanted to be sure that the

members' interests were always at the forefront of what the association stood for. I had previously served on the National Committee for five years, so I was aware of the commitment required.

What skills do you think you contribute?

I think having nearly 20 years in golf club management brings a wealth of knowledge and skills which can be applied to a lot of areas as a director on the board. I challenge in discussion and look at things from both points of view.

I am quite analytical so will always read papers well in advance and ask questions. I still have my junior school report from 1972 and a lot of the points raised then are still with me now – 'no difficulty whatsoever with number work', 'she is enthusiastic and very confident which has helped her enormously', 'she mixes well', 'is all too ready to pass on her newfound knowledge' – these are my life skills I bring to my working life.

What do you hope to achieve during your term?

To see the association grow in membership numbers and to create long-lasting partnerships which will benefit the members.

What is your vision for the association?

That the brand continues to grow so that we are recognised alongside other major bodies in the golf industry as the association which provides excellent golf club managers for golf clubs.

What do you wish you'd known at the start of your career?

How to grow a thick skin and have broad shoulders!

What's the best piece of advice you've ever received?

To treat people in life the way you would wish to be treated.

What's the best mistake you've ever made?

I've attached a newspaper clipping which appeared in the Telegraph in 1995 when I worked at the Nationwide in Worcester – that was probably the best mistake I ever made! My manager at the time wrote to the paper with the story...

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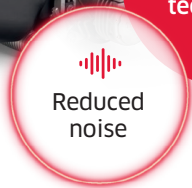


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Hot **TOPICS**

News, views, and interviews tackling
the **major issues** of the day within the
golf industry



“We are fully invested in supporting our **FEMALE MEMBERS**”





Natalie McColl, the GCMA's Membership Services Manager, reflects on an **inspiring August for women's sport** in general and a special week at Walton Heath during the **AIG Women's Open**

As I look back on the month of August, I am filled with inspiration from the amazing sporting achievements that have ignited a passion for women's sports across the country. The outstanding performances in netball, football and golf at the AIG Women's Open, set the stage for this year's Women and Girls in Golf Week.

This annual initiative brings together the golf industry to promote and celebrate women in all aspects of the golf world. Each day of the initiative introduces a different aspect of women's engagement in golf; Newbies, Role Models, Careers, Volunteering and Health and Wellbeing.

During the second day of the initiative, the focus was volunteering, which gave us an opportunity to acknowledge the invaluable contributions of our female regional managers and board directors at the GCMA. These amazing women selflessly volunteer their time and expertise to support the association and its members.

Over my two years with the GCMA, I have had the pleasure of getting to know Karen Drake, Maureen Brooker, Judy Barker, and Kerry Alligan-Smith. They are all outstanding role models for women aspiring to build successful careers in golf club management.

My admiration continued



L-R, Kerry Alligan Smith (Redditch GC, General Manager), Natalie, Danielle Anderson (Wanstead GC, Golf Operations Manager), Emma Pope (Wimbledon Common GC, General Manager), Kerry Spring-Rice (GCMA), Janet Proudfoot (Former club manager) and Julie Brine (Liphook GC, Assistant manager), Maureen Brooker (GCMA Regional Manager) at Walton Heath

the next day as the attention turned to women's careers in golf and showcased the wide range of opportunities available to any girl or woman. As part of the GCMA's commitment to supporting its female members and championing women in the workforce, I had the privilege of hosting GCMA female members during the practice day of the AIGWO at Walton Heath.

Over coffee, we discussed the pressures of managing golf clubs, and I felt incredibly proud to facilitate a network of women who shared their challenges, advice, and understanding with one another.

Building a sense of community is at the heart of the GCMA's mission, so witnessing the value of a day spent with like-minded individuals was truly rewarding.

While at Walton Heath, some of the group also had the opportunity to attend the Women in Sport Summit hosted by the R&A, which provided insightful inspiration on how our industry can further grow the women's game. We capped off the day with

a farewell drink on the patio of the clubhouse, promising to reunite in the future. It was a truly great day for everyone involved. A special thank you and congratulations go to GCMA member Alex Woodward, the CEO at Walton Heath, and his team for organising such an incredible event and inviting us to be a small part of it. The impact of this event will undoubtedly be far-reaching and long-lasting, as it opened up golf in a way we have never seen before.

So what next? We all know the importance of diversity and representation and it's great to see our industry and the wider sporting world taking great strides, not only in participation and elite sport but also with representation in board rooms and workplaces. The GCMA have our role to play and we are fully invested in developing and supporting our female members and managers of the future. We are very fortunate to have some incredible trailblazers within our association that will open the door to the next generation of women in golf. 



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Covering the **key aspects** of golf club management with **insight** from our range of **business partners**

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Navigating the 'minefield' of **FOOD SAFETY**

Implementing HACCP principles can be a complex process, but it is **essential for ensuring the health and safety of customers**. By following these principles, golf clubs can **reduce the risk** of foodborne illness and provide a **safe and enjoyable experience** for their customers



In a recent Know How webinar, Ryan Bell, senior account manager at Obbi Golf, and health and safety expert Stuart Fotheringham, got together for a deep dive into the world of food safety.

A regular consultant in the golf industry, Fotheringham described how food safety is often a “blindspot” for golf clubs, while Bell asked whether your club could be “100% confident of meeting [its] legal requirements?”

In a detailed walkthrough of the HACCP – Hazard Analysis Critical Control Point – framework, Fotheringham pointed out a number of ways he has seen golf clubs fall below expected standards for food safety.

HACCP is a food safety management system which identifies and controls hazards that are significant for food safety from purchase to service.

The law says that all food business operators must implement a food safety management system based on HACCP principles. In England and Wales this is commonly known as ‘Safer food, better business’, in Scotland as ‘CookSafe’, and in Northern Ireland as ‘Safe catering.’

Highlighting a golf club he had recently visited whose HACCP documentation had been ‘sitting on a shelf gathering dust’ since 2005, despite a recent update to the regulations in 2022, Fotheringham emphasises the importance of treating it as a live document: “Make sure that you are reviewing that document, that it is up to date and that it is actually covering all the things that are happening within your club.”

HACCP is a system based on seven key principles. These are:

- Identify the hazards and control measures
- Identify the critical control points (CCPs)
- Establish critical limits
- Monitor (check) the control measures at each CCP
- Establish corrective actions that need to be taken if the critical limits are breached
- Establish procedures for verification/validation
- Establish documentation and records

Identify the hazards and control measures

The first step in implementing HACCP principles is to conduct a hazard analysis. This involves identifying potential hazards at each stage of the food production process, including the sourcing of ingredients, food preparation and storage. Hazards that have the potential to cause harm to customers can include microbiological: bacteria, viruses, moulds and parasites; physical contaminants: glass, screws and hair; chemical: pesticides and cleaning materials and allergenic: peanuts, milk and eggs.

Identify the critical control points (CCPs)

Once potential hazards have been identified, the next step is to identify critical control points (CCPs). These are points in the food production process at which control will be applied, and are essential to prevent or eliminate a food safety hazard, or reduce it to an acceptable level.

Establish critical limits

A critical limit is the value to which a biological, chemical or physical factor must be controlled to prevent food safety hazards. Critical limits are based on factors such as:

- Temperature
- Humidity
- Moisture level
- pH
- Water activity (Aw)
- Time
- Salt concentration
- Preservatives

Production processes that fail to stay within the bounds of the critical limits must be stopped, or the products must be discarded.



Monitor (check) the control measures at each CCP

Once CCPs have been identified, it is important to establish monitoring procedures to ensure that they are being effectively controlled. These are a planned series of measurements or observations at CCPs to ensure that the critical limits are continuously achieved.

This might involve regular temperature checks or other quality control measures to ensure that food is being prepared and stored correctly.

Establish corrective actions that need to be taken if the critical limits are breached

If a hazard is identified or a CCP is found to be out of control, it is important to implement corrective actions to address the issue. This can be as simple as cooking a sausage for longer until it reaches the required internal

temperature, or it might involve discarding contaminated food, retraining staff, or adjusting processes to prevent future issues.

Establish procedures for verification/validation

The process for verification has three key components:

- **Validation:** Will the HACCP plan ensure that safe food will be produced?
- **Verification:** Is the HACCP plan working and is it producing safe food?
- **Review:** Is the HACCP plan up to date?

Establish documentation and records

Finally, it is important to maintain detailed records of all food production processes, including the identification of hazards, CCPs, monitoring procedures and corrective actions. This

documentation can be used to demonstrate compliance with food safety regulations and to identify areas for improvement.

Emphasising the importance of the final principle, Fotheringham highlighted that food safety law in the UK is the only legal area where there is what's called a 'due diligence defence', explaining: "So, if someone comes to you and claims that they've got sickness and diarrhoea from something they have eaten in your club – if you can prove that you have followed all the principles of HACCP – then any prosecution against the club would automatically fail."

Bell then discussed ways in which Obbi Golf – a GCMA Official Supplier – can support clubs in ensuring compliance in all aspects of health and safety, including food hygiene. 

[Watch the webinar here.](#)



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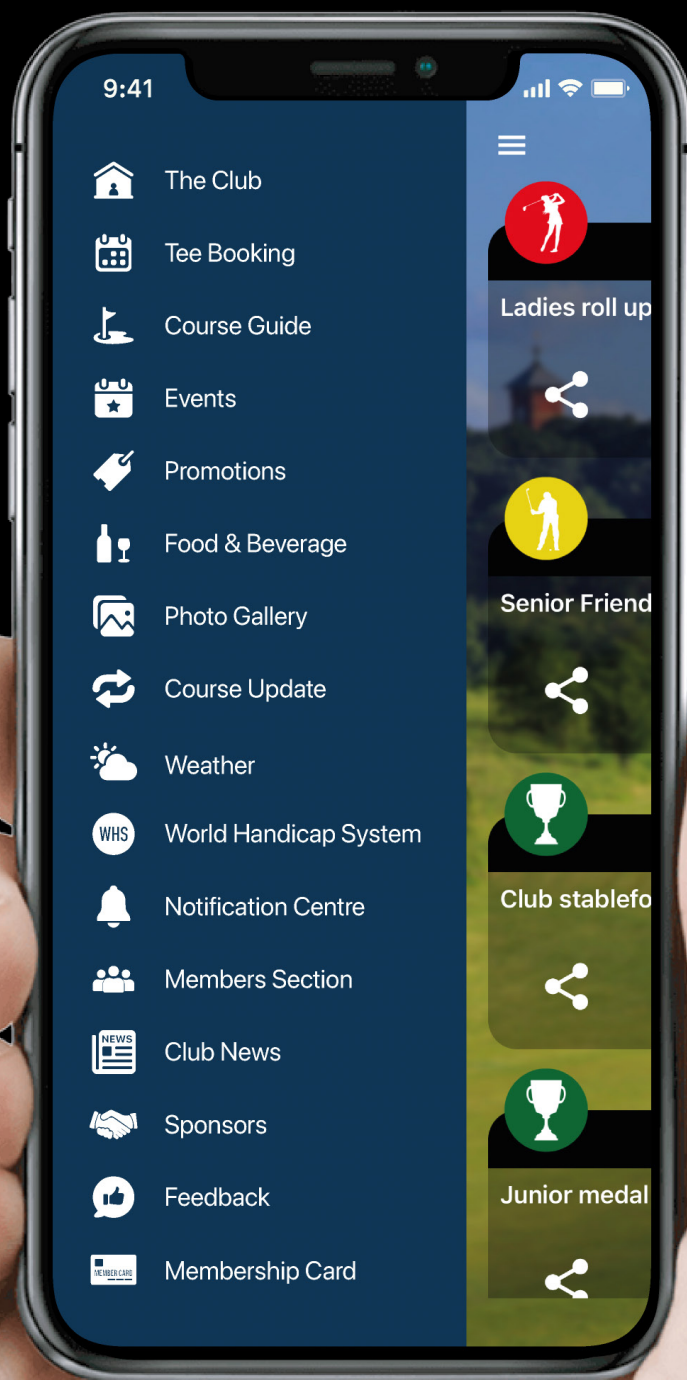
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“We exist to help people move **MONEY AND INFORMATION...**”

In an introductory webinar, **Clover’s head of partnerships Robert Jeffrey** explained how the **payment processing services provider can help GCMA members**

With a mission to simplify the lives of business owners, enabling them to focus on what they love most, Clover believes in putting your business at the heart of everything they do, and Jeffrey explained that members who haven’t heard of the GCMA’s newest partner may be more familiar with the company than they realise:

“We operate in over 100 countries worldwide and we serve six million merchants. We went to market in the UK as First Data Merchant Solutions in 2011 and launched a product called Clover in 2015. Following a merger in 2019, we rebranded [completely] as Clover.”

Clover understands that running a business comes with its challenges. That’s where they step in to provide smart payment and commerce solutions that work for

you, and they already have a deep understanding of the golf club business: “We’ve been a partner of The PGA for nearly 20 years, so this industry is one that we know very well. We work with hundreds of PGA professionals and clubs, as well as working with some of the software providers in this space as well.

“We’ve already helped hundreds of golf businesses, so partnering with the GCMA was a no-brainer for us in terms of being able to get closer to golf club managers to help with their payment solutions.

“One of the main benefits of Clover as an acquirer is that we have a plethora of solutions that we can help businesses with. That will be anything from a generic face-to-face chip-and-PIN payment via a Clover device, to online transactions, virtual terminal payments or pay by link. Essentially, any way that a merchant would need to take a payment.”

Explaining how Clover work

with new clients, Jeffrey was keen to point out that they don’t look to install wholesale, one-size-fits-all solutions: “It will be an individual discussion with members as to how they take payments now. They may be using some form of PoS or integrated system, and the good news is that we integrate with many of those already.

“From our perspective, it’s very much a case of understanding the individual business’s needs, overlapping that with the knowledge and the solution sets that we have and then coming up with a range of solutions to not only maintain what they have, but improve on that solution.

“That could be through the actual hardware itself, the speed of the payment or the analytics behind it. That’s where it comes down to understanding the subjective needs of golf clubs as to what their pain points are with their current payment processing, then we’ll overcome them together.”



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- **Friendly UK-based support:** Clover are not just a faceless service provider. Our dedicated and friendly support team is based in the UK, ready to assist you with any questions or concerns you may have, providing the personalised attention you deserve.



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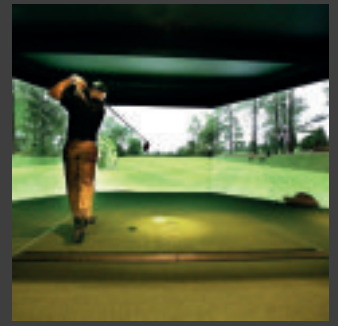
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Watch our interview with GCMA
Chief Executive, Tom Brooke



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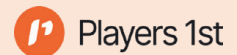
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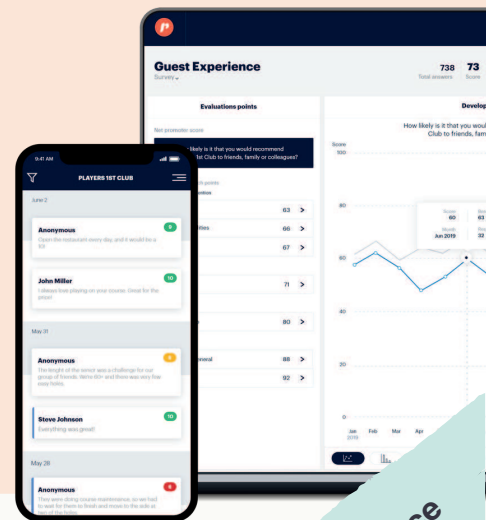
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