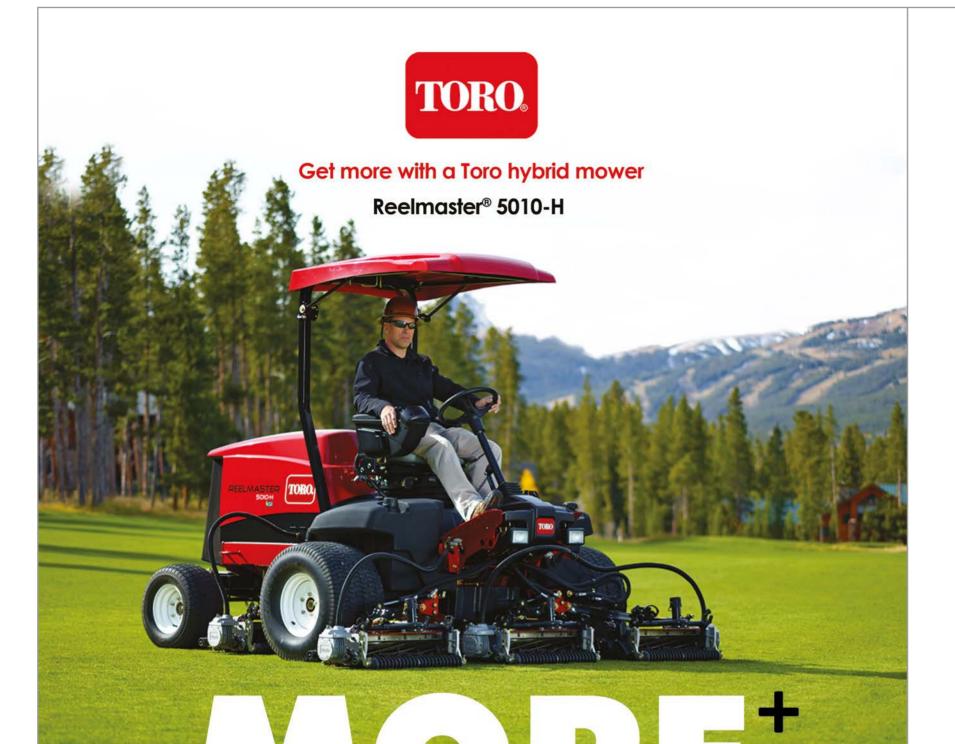


ROYAL JOHANNESBURG & Kensington Golf Club Est. 1890

THE ROYAL REVIEW

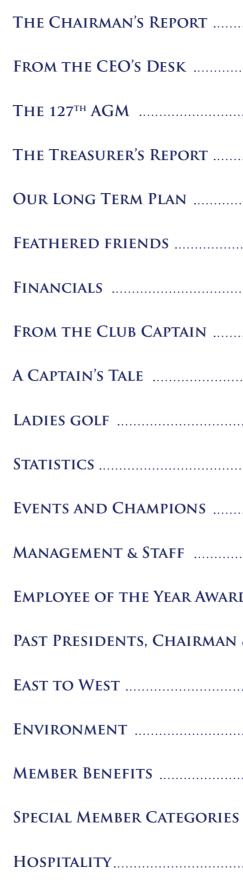
2017/18 Edition



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THE CHAIRMAN'S Report



begin this report with a sense of great pride about our Club. As I look back on last year, in fact, the last 4 years, it is remarkable how well our club has performed. And I'm not only talking about our financial improvement but also about how much we have accomplished in standards and experience to help our members create memories. Our Club is exceptional with an extraordinary heritage and an exciting, sustainable future.

The past year has been inspiring and exciting for our club. The East Championship Course was completed on time and within budget. There is an unwritten rule that a golf course is only as good as the people who officially open it. Denis Hutchinson cut the ribbon on the 16th of January 2018. The opening was a very special occasion in our club's history with many positive accolades given. "Royal East's strategic and subtle enhancement has been highly anticipated. Revamped bunkering, upgraded green complexes; bark chipped beds and pruned trees have given the course an Augusta-like feel".

Positive comments like this were also endorsed by our members who rate the upgrade above 90% satisfaction. This was a result of great teamwork by all involved.

Many members, visitors, society, corporates and championships rounds took place over the last year with very good feedback from all who played.

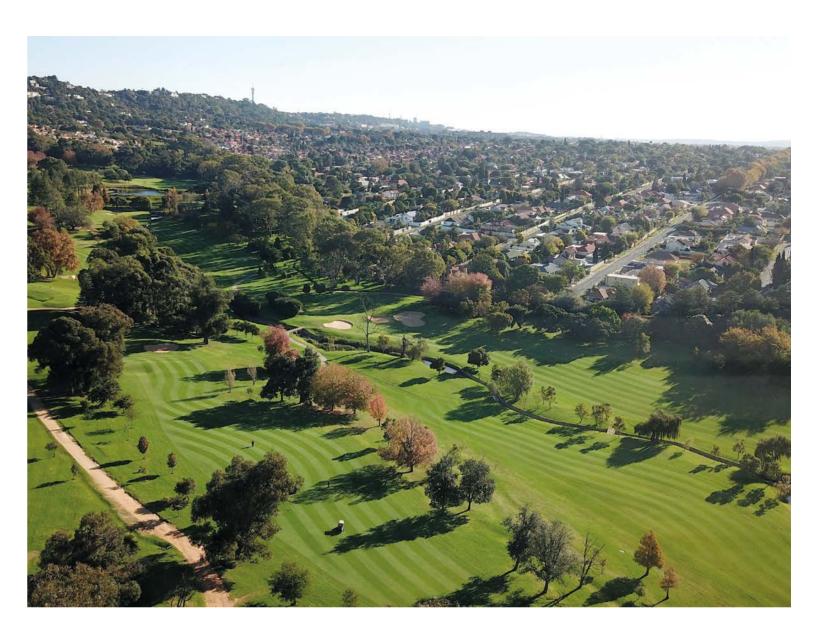
Our club has in the past been held together by older members who play twice a week. These are the people you see regularly at the club, who respectfully attend prize giving and annual meetings, form golfing schools, donate extra financial support, keep the 19th hole going, maintain the old traditions of the game which they grew up with and enforce the rules and etiquette. Along with the change in handicap index, the winds of change are sweeping through the club with many new young members joining from far and wide. This is extremely positive, as this is the future of our wonderful club. I believe this has been because of the golfing experience, the upgrading of our East Championship Course and a future West course upgrade, family centre, spa and gym. From observations on the patio on a Saturday morning after golf, it has become evident that we are achieving a great balance in culture, the "vibe" has improved considerably and golfers are enjoying their 'home away from home' experience while our rich traditions, history and modern hospitality seem consolidated.

A successful drive has been placed on bringing in new members and corporates during the year. This has resulted in a considerable increase in membership across all categories in a short period of time.

Royal really is becoming the home of golf in South Africa with PGASA, Seniors Societies, Club Managers Association and potentially to come, Central Gauteng Golf Union. The club is blessed with a remarkable team led by Chris Bentley our CEO, who received the PGASA Management Award of the year in the Gauteng region. This recognition is well deserved and our club is fortunate to have a such a young and passionate CEO leading the team and operations of the Club. I would like to pay tribute to our management team for another outstanding year at Royal. Every team member has made us all very proud of our facility and the golf experience continues to get better. The member survey backs this up with a total weighted average improving year on year, which is remarkable.

During the course of the year various improvements have been made in the running of the club, health and safety audits, HR audits, machinery audits and workshops audits to name a few. I would





encourage all members to take a look at our workshop area. The storage, maintenance and housekeeping is simply impeccable and I would challenge any other club in the country to meet the same standards.

Shaun Brits (Course Manager) and his staff have made a great difference to our golf courses and workshops over the past couple of years, and we really appreciate their hard work and dedication.

Eric Brakhoven (F&B Director) and his team have done us proud during the year and pricing.

continue to enhance standards throughout "It's a never-ending obsession. I wake up, their offering without compromise, despite drive to work, get my emails sorted out, the continued pressures of suppliers and then make a few daily calls. Then it's time to stop, take out my putter and make a few strokes. This happens a lot throughout my The Golf Department under Jayde working day. Its medication and mediation Rademeyer (Operations Director) and all rolled into one. I will play a round and if I Wikus Botes' (Golf Director) leadership am happy, great. It's time to go home, relax and watch the pros on TV. But, if I am not has also performed very well and their constant attention to detail and desire happy with how I played I am back on the

to enhance our golf experience is highly appreciated by the members.

In line with our constitution one third of the board retire by rotation on the basis of first in first out. Myself, Marian Ledingham, François Schindehutte, Marc Kourie and Chris Bobbert have offered ourselves for re-election.

In closing I would like to share the, 'HELP! I am addicted to golf' article I came across recently.

driving range ironing out what I have done wrong. I tweak my swing accordingly to the latest You Tube videos and pray it produces a soft fade. Here in lies the problem. I really feel satisfied with my golf. I can play +5 over 18 holes and then go out the next week and play +10 through the first 3 holes. That is why I think I am addicted to this beautiful game. I hope there are others out there that have golf permanently on the mind. Perhaps a golfers anonymous meeting could be arranged".

Members can be extremely proud of the number of achievements made throughout this year in the management of our club. I confirm our club is in a healthy and sound position. It is a privilege and an honour for me to serve as your Chairman and to lead the Board and Management of our prestigious club.

Alan Field Chairman



FROM THE CEO'S DESK



I t is a privilege and a pleasure as the Chief Executive Officer of Royal Johannesburg & Kensington Golf Club to present my 5th annual report.

We live in incredible times. News travels the globe in an instant, communication and knowledge are ever available as people are always "connected". Everyday provides new insight into the "plugged in" world where minds seem to run faster than intel processors - the latest golf fashion is delivered daily on pinterest, Tiger's health issues updated on Instagram along side "tweets" as to why the Trump administration might actually save the world. We continue to live in interesting and diverse political times with unstable macro effects on business and guestionable solutions to the current economic state of our country. The golf industry has seen little stability over the past 12 months and still remains challenging, membership and rounds of golf continue to be fought over throughout the majority of clubs and, more specifically, in Gauteng clubs that don't offer more than golf. Holistically, the golf business remains in a state of over supply and under demand, with general courses continuing to heavily reduce fees, impose levies, added to which lifestyles that continue to change.

The ongoing challenges with the City of Johannesburg remain, regarding the continued incorrect billing and evaluations. We are not unique and the majority of other clubs in Johannesburg are experiencing the same or similar issues. We continue to appeal and lodge our complaints, but as guickly as we sort them out there's another incorrect bill arriving, along with the continued changes in property values. The industry has several professionals assisting, including Golf RSA, Central Gauteng Golf Union and the Club Managers Association of South Africa. While it's frustrating to cash flow, we continue to persevere and hope sanity prevails soon.

It goes without saying that in the absence of fundamental change in Government, the challenges will persist. From SOE's to the local council issues we experience, the decision to defer the West Course renovations and other upgrades is based on trust and our conservative responsibilities to the membership. The second phase of our upgrades will only roll out when council have fully approved the services establishment of the residential sales which is certainly the right decision for our club and this will ensure the long-term plan is fully delivered to the members, as approved. Our property developers with the project team continue to push hard in executing the process and the updated plan relies on the approval being completed in 2018, of which project leader, Gordon Odgers will present at the AGM.

Despite some challenges, a lot has been achieved in the past year by your Board and management team. The member survey results continue to improve and deliver beyond benchmarks. When we first started with the member survey in 2014 we set a satisfaction target of 75%, today our target is 80%, with 87% of surveys being completed by golfing category members, which shows the data received is from those using the club the most. This year our survey delivered a 80.79% satisfaction, which included the revamped locker rooms, the "new" East Course and a golf/ hospitality experience that continues to be the talk of the town. We also thank

members for comments received and those suggesting areas of improvement. These too are analysed and where possible in the overall strategy implemented. To this extent your management team also had the desire to further improve compliance and training standards, namely in occupational health & safety and first aid. After going through several audit processes, enhancements and training, we enrolled for the toughest of certifications. I am pleased to communicate that we achieved a 94% result and the club has been upgraded from 4 star to 5 star status. This also included the professional development of some 20 club employees.

The past year has certainly been one of further change and progress, with the first phase of the 5 year plan being completed. This included the full refurbishment of both our locker room facilities, new flooring in the bar and the re-opening of our beloved East Championship Course. Following the successful 6 month construction, the "new" East Course was revealed and it has received significant praise and accolades from the industry, our membership and quests. Upon re opening the course we immediately jumped up 3 spots in the Golf Digest rankings which is a great sign of gaining traction and moving up further as the facility matures. The current rankings are the highest both our courses have ever been placed since the establishment of the criteria some 20 years ago.

"I have visited some of the world's best courses with Golf Digest, and unhesitatingly I would say with the new look Royal is now up there with the best of them! The club exudes class on and off its courses," said Stuart Mclean, Editor of Golf Digest SA.

Additionally, the "new" course has been nominated by world golf awards as the best course in South Africa and also received a honourable mention by Platinum Clubs of the world. The world golf awards will be announced later this year and we eagerly await the results. The "new" course was delivered on time and on budget and we once again thank everyone involved, especially our Course Manager, Shaun Brits, for not only meeting the requirements



but delivering beyond our expectations. The East Course has already shown some return on investment, in the first 8 months of the year, some 220 members joined the club, with a net 100 increase following our year end and static movement. While other clubs are struggling to retain members, our club is once again growing and we are now back to 1595 members and 20 Corporates.

I'm pleased to confirm that throughout club is once again growing and we are now the year your Board and Management back to 1595 members and 20 Corporates. have fully complied with no irregularities During our 127 years of existence, Royal to the constitution. Our human resources, has always played an important role in the health and safety, first aid, liquor trading, development of golf, setting a benchmark good governance along with all our other legal requirements and policies, in its' offering and leading the industry. To remain compliant and above standard. this extent we have strived to form 'South Africa's Home of Golf' and this year the Club Staff turnover also remains low 2017 - 80 Managers Association of SA joined forces in / 2018 – 78 Avg). Your management team remains committed to providing attention this strategy and moved their head office to to detail, improved service and a hospitality our Club, alongside the Professional Golfers Association of SA and the Gauteng Mens experience that is enjoyed by every & Ladies Senior Golf Societies. We believe member and guest. We fully appreciate the expectations of our members and we having these organisations as part of our constantly fine-tune without compromise club secures the marketing ability of 'South in order to deliver. Africa's Home of Golf' and we are extremely pleased for them to call our Club "home".

I would also like to pay homage to our progress in 'green initiatives'. The Our auditors continue to show satisfaction energy and water saving solutions we with our practices, governance and have implemented in a effort to reduce standard operating procedures throughout the Club. Whilst an operating loss is not consumption. Our 'new' lighting has ideal, management have again delivered reduced energy usage marginally, while our 'new' heat pumps have saved 10% on our better than the approved budget for the boilers. On our tap systems water waste has 2017/18 period. Important to remember that part of our long term plan was that been reduced by 60% on all basins. Under Eric's leadership the grease - trapping to the operating losses be subsidised when prevent contamination of waste, has been needed and members were advised of the improved with the assistance of accredited necessity to better balance the utilisation of waste companies and we continue with our the Club and the requirements to upgrade

its offering. Members were insistent that we must maintain the current high standards and quality offering without passing the burden onto subscriptions and then at a later stage let the annuity income balance the books. strict programme of waste separation at source and comprehensive waste recycling done by our professional partners. On course, we have completed our annual tests and license renewals to ensure the spraving of fertilisers are acceptable and kept within the regulations. Our Environ Professional and course manager have made good progress with the GEO (Golf Environ Org.) and the long term improvements to our corridors. This is a process that will never be complete but always improving in the best interest of being environmentally responsible beyond our golf courses, to promote an attractive facility for birds and trees to thrive.

While the improvements continue to enhance our brand, collectively we need to keep encouraging more rounds of golf, signing up new members and promoting a positive, friendly atmosphere at the Club. This cannot be done alone and if we wish to keep improving our Club and its offering, we need all our members to 'live the Royal brand', endorse the plans and enhance participation with a great "family culture".

In closing, on behalf of the management team, I thank each and every member for your continued loyalty and support. We look forward to consistently improving and delivering the Royal experience to you and your guests and executing the remainder of our long-term plan with high end hospitality standards. None of this would be possible without our incredible team of staff members and service providers who work tirelessly to meet and deliver the very best on a daily basis. I would also like to take this opportunity to thank our Chairman and Board members for dedicating their time and knowledge and for assisting management with the overall delivery, vision, strategy and good governance of the Club.

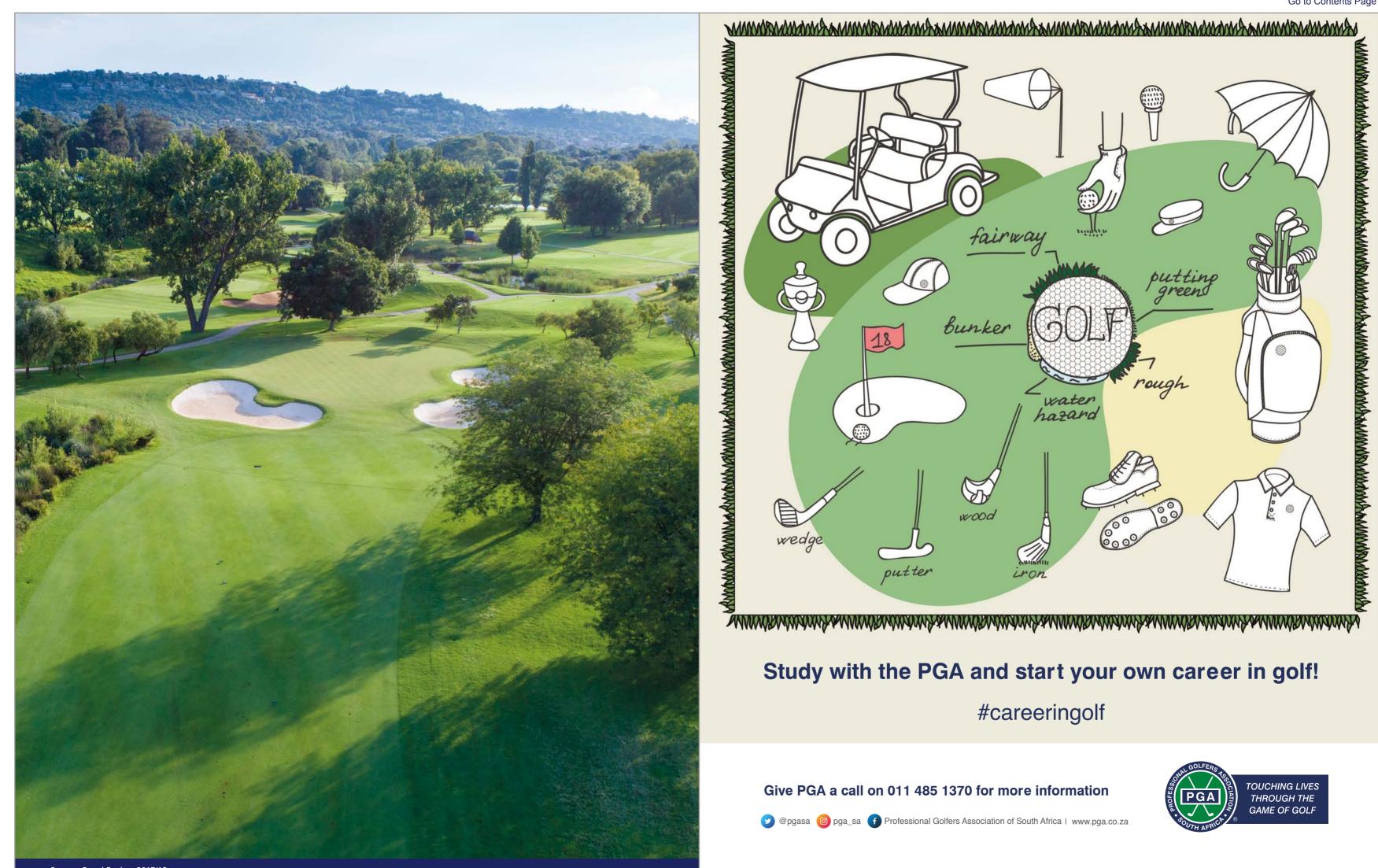
Christopher Bentley Chief Executive Officer





Royal Review 2017/18

7





Notice of the 127^{TH} ANNUAL GENERAL MEETING

N otice is hereby given that the 11. To appoint the Capital Fund Hundred & Twenty Seventh Annual Committee for the ensuing year General Meeting of members of Roval Johannesburg & Kensington Golf Club will be held in the Clubhouse on Wednesday the 26th of September 2018 at 18h00 to transact the following business:

In terms of the Constitution of the Club:

The Agenda for the Meeting will be:

- 1. To read the notice convening the meeting
- 2. To confirm that a guorum is in place (20 members eligible to vote)
- 3. To receive and record apologies (Members are requested to submit apologies in writing to membership@ <u>royaljk.za.com</u>)
- 4. To pay respect to those members who have passed away during the previous year
- 5. To award members who qualify for Life or Honorary Membership
- 6. To approve the minutes of the Hundred and Twenty Sixth Annual General Meeting (The minutes of the Hundred and Twenty Sixth AGM are available on the Club's website).
- 7. To receive the following reports & presentations:
 - The CEO -Mr. Christopher Bentley
 - The Treasurer Mr. Francois Schindehutte
 - The Chairman of the Capital Fund -Mr. John Hare
 - The Project Team Leader Mr. Gordon Odgers
 - The Chairman Mr. Alan Field
- 8. To consider and adopt the audited Annual Financial Statements for the period ended 30 June 2018
- 9. To appoint the Auditors for the new financial year
- 10. To elect the Board for the new term (Should any member wish to nominate a member to any position on the Board, such nomination, in writing properly seconded should be lodged with the CEO no less than 10 days prior to the meeting).

- (Should any member wish to nominate a member to a position on the Capital Fund Committee, such nomination, in writing properly seconded should be lodged with the CEO no less than 10 days prior to the meeting).
- 12. Special resolution No. 1 Annexure A To approve a refund of operating losses for the 2017/18 year
- 13. Special resolution No. 2 Annexure B To approve the proposed changes in the Gauteng Senior Category
- 14. Special resolution No. 3 Annexure C To approve Capital Replacements of course Machinery in 2019
- 15. To consider any other business concerning the affairs of the Club with the approval of the Chairman.

Categories of Members, which are entitled to voting rights

Platinum Members

- Life Members: those who have been continuous members for 50 years or more who are entitled to all the rights and privileges of the Club;
- Honorary Life Members: those admitted as such for some special benefit or service rendered to the Club who are entitled to all the rights and privileges of the Club:
- Honorary Members: those admitted as such for reason of holding some public office or having conferred some special benefit to the game of golf or to the Club who are entitled to all the rights and privileges of the Club;
- Senior Members: Those admitted to Senior memberships within the constitution under 1.1.1.1 – 1.1.1.6

Gold Category of Membership

- Ordinary Members: those over the age of 20 years who are entitled to all the rights and privileges of the Club;
- 6-Day Members: those older than 20 years who are entitled to all the rights and privileges of the Club, except that they may not play golf Saturdays;
- 5 Day Members: those older than 20 years who are entitled to all the rights and privileges of the Club, except that they may not play golf on Saturdays or Sundays:
- 5 Day AM Members: those older than 20 years who are entitled to all the rights and privileges of the Club, except that they may only play golf on the morning time sheet from Mondays to Fridays excluding public holidays;
- Senior Interim Members: those older than 30 years but younger than 35 years who are entitled to all the rights and privileges of the Club;
- Interim Members: those older than 20 years but younger than 30 years who are entitled to all the rights and privileges of the Club;
- Corporate Members: those older than 20 years having been nominated by their employer, who are entitled to full use of all Club's facilities.

This Notice is issued in terms of the Constitution of the Club adopted in October 2015. This Notice as well as other key member information has also been sent electronically. Should you wish to receive information electronically please ensure that the Club has your current e-mail address.

This notice is available on the website and on the Club notice boards. We urge all members of the Club to please attend.

By order of the Board,



Christopher Bentley Chief Executive Officer

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THE TREASURER'S REPORT



The Club is now well into the execution I of the five-year plan as approved by the members at the AGM in September 2016.

The upgrade of the East Course and various water related improvements have been completed but unfortunately, a delay in Council approvals of the residential developments has resulted in the upgrade of the West Course being delayed.

In my opinion the components of the fiveyear plan that have been completed has been a resounding success and it has had various positive knock on effects such as an increased membership base, higher ranked golf courses and a stable financial environment.

A review of the audited results for the year ended 30 June 2018 confirms that the financial performance of the club remains stable and one could cautiously state that signs of improvement are evident. There is however no doubt that the complete delivery of the five-year plan is required to get the club to a position where the sustainable future existence of the club in its current format, is certain.

The table below illustrates the salient features in the key revenue sources of the club.

The encouraging observations are that subscription revenue increased by 10.5% on the back of a great new East Course, a very credible 27th placed ranking of the West Course, a great member experience and the new member recruitment drive at the beginning of the calendar year. Average playing fees per round increased by a healthy 26.3% on the back of an improved mix of rounds where more rounds were played on the pay as you go method rather than prepaid rounds. Although the average revenue per round reflected healthy growth, overall revenue from rounds grew by a more modest 4.8%

	Actual 12 months Jun-18	Actual 18 months Jun-17	% change	Actual 12 months Jun-16	% change
Revenue from playing fees					
Number of rounds	57,611	69,390		101,114	
Monthly average number of rounds	4,801	5,783	-17.0%	5,617	2.9%
Playing fees in Rand	12,179,455	11,618,053	4.8%	16,750,444	
Average fees per round	211.41	167.43	26.3%	165.66	1.1%
Subscription revenue					
Subscription fees in Rand	9,200,617	8,324,055		13,626,014	
Subcription fees in Rand monthly average	766,718	693,671	10.5%	757,001	-8.4%

as fewer rounds were played as a result of the East Course closure.

Expenditure remains well controlled with total golf expenditure excluding finance charges increasing by 1.1% year on year.

The Club incurred an operating loss of R925 542 for the period under review compared to a loss of R 1 195 961 for the prior year. This improvement of R 270 419 or 23% has to be considered in the context of the East Course closure for 204 days or 56% of the year under review.

The value of the Liberty Collective Investment scheme portfolio stood at R29.1 million as at 30 June 2018 whereas the value of the previously held Nedbank Investments were valued at R27.6 million as the same date last year. This increase represents growth of 5.4%.

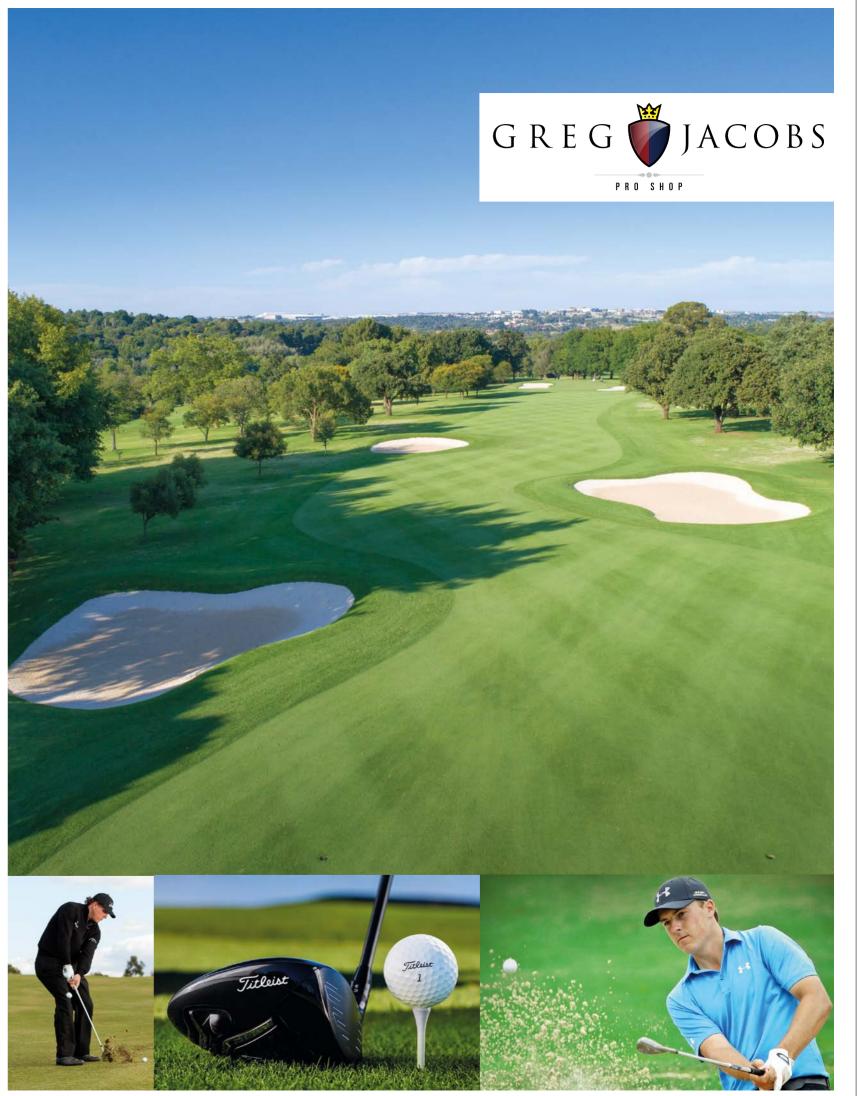
Cash balances at year end were R9.6 million and compares favourably to the balance of R3.9 million at the previous year and arose mainly due the receipt of a R9.0 million deposit from the property developer.

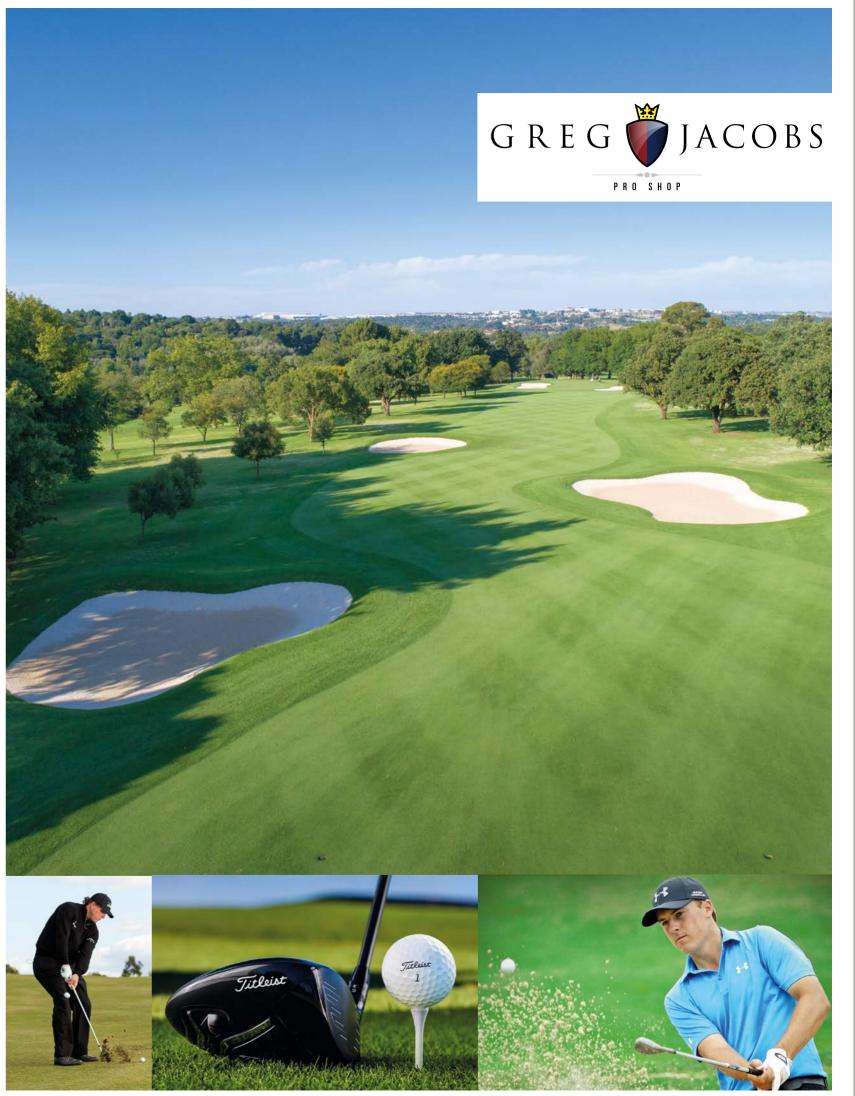
Long term liabilities include the Standard Bank medium term loan facility which had a balance of R18,5 million as at 30 June 2018.

In summary, the financial position of the club remains stable and is in line with the five-year plan. The management team under the leadership of Chris Bentley including the finance team under the leadership of Charlotte de Jong must be congratulated on delivering not only a sound financial performance in a challenging economic environment, but also a significant capital project which was delivered on time and within budget.

Finally, it would be very remiss of me if I do not extend a great thank you to the members for the continued financial and other support to our wonderful Royal Johannesburg and Kensington Golf Club.

Francois Schindehutte Treasurer







Our Long Term Plan



Achievements to date

The East Course refurbishment has been completed on time and within the budget with many other improvements not initially envisaged. The objective of making the course more member friendly whilst challenging the better players has been achieved. Despite being only recently refurbished, the East course has improved its The Family Centre and Gym ranking to 7.

Our Developer partners have made good progress in getting the property tranches rezoned for residential development, Phase oven will similarly be built. one, being the Sandringham and Sydenham tranches, has achieved all sub committee Overview & Timing approvals and the objections have been satisfactorily resolved. We await final approval this year. The plan is to invest in Locker rooms & The East course upgrade the infrastructural services, build the units in 2019 and sell them in 2020.

The Sydenham property will now be a Retirement Village with 120 units with Frail Care etc. and will be run on a Life Rights Year 3, 2019/20 basis between the Developer and the Development of Sandringham & Sydenham Oppenheimer Family Trust. Building is set to and to gain council approval for the commence in 2019.

The Sandringham property will be a 3 Year 4, 2020/21 story residential development with 230 West course upgrade, family centre, gym compliments Royal's brand.

Phase two, being the Linksfield property and Year 5, 2021/22 the supplementary stands, has encountered Fully completed

challenges. We are working with our The Financial Plan developers and conveyances to overcome these challenges but delays are inevitable. The Business Plan relies on this Phase being successfully developed, the cash coming to the Club and the residential owners becoming residential members of the Club. This Phase, however, will only realise from 2021 onwards.

The West course

The plan was to refurbish the West course in the winter of 2018. This has been delayed until 2020 with the good faith co-operation of our contractors and our developer. This conservative revised approach has been necessary, as the Council approvals have taken longer than envisaged, our Capital Fund hasn't performed as envisaged either and a portion of the Fund has been retained by the Bank as security.

The two-year deferment has also resulted in inevitable cost escalations but have been factored into the revised cash flow.

This has again has been delayed until 2020 to align with the West refurbishment. The new deck around the front of the Clubhouse including the new halfway house and pizza

Year 1, 2017/18

Year 2, 2018/19 NOTHING (Developer to gain council approval and pre-launch)

Linksfield property.

apartments with architectural designs that and offices. Linksfield property development to start.

	Originally approved	Latest projections
Project costs:		
East and West courses	R18.0m	R20.0m
Family Centre and Gym	11.5	12.5
Closure losses	7.6.	7.6
Capital Gains Tax	3.5	5.0
Contingencies	2.4	2.4
Total	R43.0m	R47.3m
To be funded by:		
Capital Fund	R30.0m	R30.0m
Fund growth	5.0	3.0
Developer contributions	11.5	12.5
Developer deposits	R10m	R10m
Proceeds from units	R22.5m	R25.0m
Net return to the Capital Fund	R 26.0m	R 23.2m
Club withdrawals from Fund		
Operating losses for 5 Years	(5.0)	(3.5)
Capital Expenditure for 5 years	(7.0)	(5.7)

Trading contributions			
Residential subscriptions	R2.5m	R2.25m	
Tenant lease income	1.0	2.25	
Annual contribution to fund capex	R3.5m	R4.5m	

The Trading contributions from non-golf sources are critical to the sustainability of the Club as pressures on golf incomes and costs continue





Feathered Friends































Photography by Trevor Barnett



FINANCIALS

ABRIDGED BALANCE SHEET AT 30 JUNE 2018

	12 Months Ending 30 June 2018 _{Audited}	12 Months Ending 30 June 2017 _{Audited}
	R'm	R'm
ASSETS		
Leasehold improvements	16,5	-
Investments	29,2	27,6
Non-current assets	45,7	27,6
Trade and other receivables	3,9	1,7
Cash and cash equivalents	9,5	3,9
Current assets	13,3	5,7
Total assets	59,0	33,2
EQUITY AND LIABILITIES		
Capital and reserves		
CFC Reserve	20,5	25,0
Accumulated deficit	(9.2)	(8.3)
	11,3	16,6
LIABILITIES		
Non-current liabilities		
Loan from related party	0,7	0,7
Long term liabilities	20,8	-
	21,5	0,7
Current liabilities		
Current portion of LTL	0,6	-
South African Revenue Services	1,7	1,5
Trade and other payables	23,9	14,4
2	26,2	15,9
Total Liabilities	47,7	16,6
TOTAL EQUITY AND LIABILITIES	59,0	33,2

	12 Months Ending 30 June 2018 _{Audited}	12 Months Ending 30 June 2017 ^{Audited}
	R'm	R'm
Playing Fees	12,2	11,6
Subscription Income	9,2	8,3
Other Income	3,8	4,1
Total Golf Income	25,2	24,0
Total Golf Expenditure	(28.1)	(27.1)
Total Food and Beverage and Hospitality Net Income	1,9	1,9
Net Operating Loss before Interest	(1.0)	(1.2)
Interest Received	1,7	0,0
Finance charges	(1.6)	0,0
Net Operating Loss from Golf	(0.9)	(1.2)
Capital Income	0,0	0,0
Operating Loss Subsidy	1,4	1,6
Capital Equipment Subsidy	1,9	5,2
Capital Expenditure	(2.6)	(4.8)
5 Year Project Expenditure	(0.3)	(1.0)
Leasehold depreciation	(0.4)	0,0
Capital Account Surplus / (Deficit)	0,0	1,0
Net Deficit	(0.9)	(0.2)
Rounds	57 611	69 390

ABRIDGED INCOME AND EXPENDITURE ACCOUNT AT 30 JUNE 2018



FROM THE CLUB CAPTAIN



We've had a demanding and eventful year with the club continuing to move forward in a positive and determined way. Our club CEO and his team continue to execute operations with a high standard of attention to detail. Chris has done (is doing) an excellent job steering the club's delivery and is executing beyond mandate, from procedures to operations and strategy. He has an amazing ability to simultaneously keep on top of everything while still delivering on all responsibilities. There are so many different facets to running a successful club and it requires far more than work ethic and understanding, which is why Chris has been acknowledged and praised by his peers in the industry, club members and staff.

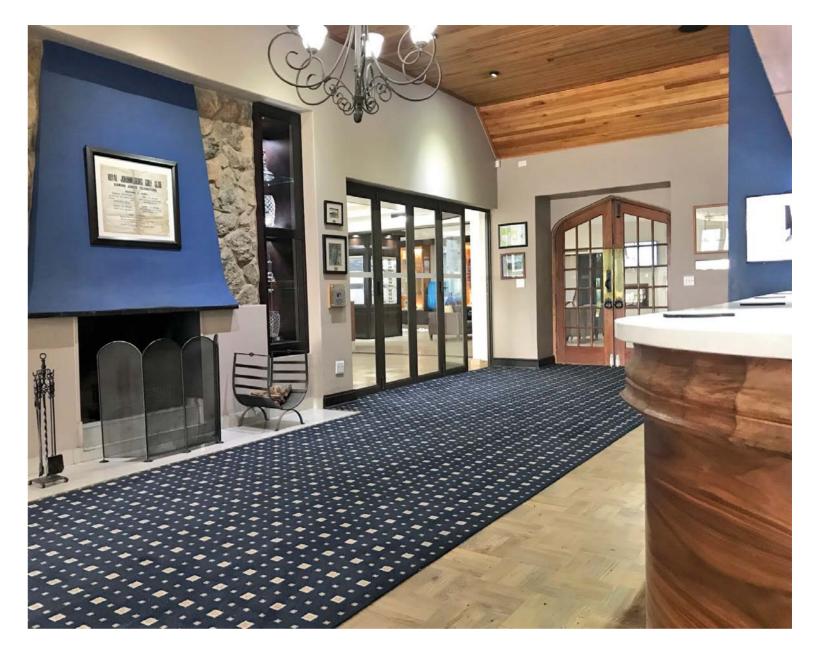
However, success in club management and business requires surrounding yourself with the right people and the management team at Royal Johannesburg and Kensington are simply incredible. It is safe to say that we would not be in the position we are, without them. The year on year improvements both financially and operationally is testament to this, the positive "vibe" and energy created amongst the membership is felt from the first call to entering the front gates. The team truly make everything a "royal experience" with exceptional housekeeping, old brown sherry, big smiles, smooth timesheets, funfilled events, good food and beautifully presented courses, which all add up to a superb hospitality experience for us all to enjoy. I believe it is the hospitality "style" approach, care and attention to detail that separates our club from any other in the country.

While there are daily challenges (and always will be), the way in which our management handles these challenges, with almost immediate corrective measure, sets them apart. While Chris leads the business and team, it the remarkable "family culture" that's been created amongst the heads of department that operate in unison, with a passion to deliver on all tasks and beyond member expectations.

On behalf of the Board and club members, I take the opportunity to thank our senior and junior managers: Charlotte, Leticia, Shaun, Jayde, Candice, Eric, Jenene, Wikus, Hennie, Casper, Jerry, Sonia, Wendy, Bella, Emanuel, Riaan, Justice, Greg and Martin – and of course the hard work and dedication of all the staff in each segment of the business. Additionally, an offering within the Club that may get taken for granted sometimes is that of Greg Jacobs. He might be part of the furniture, but that doesn't mean we should not thank him for consistently looking after the members of the Club in such a great way, always giving us the best deals on merchandise and going out of his way to ensure we as members are "happy". He is an integral part of the team and delivers not only a superb retail offering but also on the requirements of any great Club Professional.

Food & Beverage is one of the toughest and most subjective areas to operate: we all have our own tastes, likes and dislikes. While some of us might not see the exceptional efforts in cost control, service and presentation, the efforts of Erik, John, Jenene and their staff is simply fantastic compared to many other clubs, sometimes to the detriment of their own financial performance. There is no doubt that our F&B offering has come along way in the past two years and especially now with the recent changes to the menu and the implementation of the "gastro





pub" theme in the bar and patio. If you the ability to deliver what's always been haven't had a function or event at Royal envisaged. Having been a caddie myself on you are sorely missing out. Our reputation the Tour years ago, I know what it takes in executing of exceptional conferences and I can honestly say that we have some of and events receives wide spread praise, so the best local caddies around. We believe experience it for yourself when booking the new program will only enhance the your next function. players' experience and important to note the role the caddies play in assisting with I would also like to mention the caddies at the upkeep of our courses.

Royal. It's no secret that caddy programs have always had their challenges and While staff turnover remains low at the earlier in the year we experienced some club, there have been some transitions turmoil throughout clubs in Gauteng through the year. Sonia Marillier (Golf regarding employment, benefits and Day Co-ordinator), a valued employee service delivery. Our management team who started at Kensington in 1993. managed these issues extremely well Whilst we are saddened to see her go, and I'm pleased to say that our club we wish her well in her desire to explore has been the front-runner in creating new opportunities before retirement. a "new", mutually beneficial program Sonia's position and responsibilities as that complies with the changes in labour, the golf day co-ordinator has been taken financial structures and service delivery in over by the small events department led an agreement that's been signed and has by Jenene Bernhardt (Events Director).

This decision made absolute sense with Jenene having over 15 years experience in the golf industry, specialising in club events and customer service. We have already seen an enhancement from the change: in addition to delivering successful events, the new structure has delivered some substantial cost savings.

Before addressing the opening of the new East Course, Id like to thank each member for your time and patience during the on going upgrades at the Club. It's been a good opportunity for us to realise how lucky we are, not only to enjoy playing two courses, but to have the privilege of playing two of the top thirty courses in the country. We also thank all the "Partner Clubs" who assisted us through the East Course closure and allowed us to enjoy preferential rates and tee times during the upgrade process.

The newly upgraded and elegant Championship East Course has brought a large amount of joy to our club and I had the honour of playing in the Media day held on the 16th of January 2018. It was a fantastic day out, attended by all the major role players in the industry who complimented the "new" course. The consensus was a big 'thumbs up' and the renovation was a resounding success. The hard work, time and effort put in by everyone involved has certainly paid off and made it very well worth the wait, which was not that long considering the amount of work that was done. A huge thank you goes to Shaun Brits our course manager and Robbie Marshall from Golf Data and their project management teams. The execution was nothing less than perfect, and I am extremely proud and honoured to have being part of this major process in the Clubs history as Captain. We can look forward to the course getting better and better as it matures and it has the **5 Royals 2018**: potential to host international golf events in the near future.

League Results

Better Ball League: East: Tied 1st (Staying in A div) West: Tied 8th

Mid Am League: A Side: Tied 2nd (Stays in A Div) B Side: Tied 3rd

Scratch League: 1st Side: 6th (Stays in A div) 2nd Side: 8th

Senior Better Ball League: A Side: 2nd B Side: 12th

Junior League: A Side: 9th

Club Championship

A Division: Kian Rose **B** Division: Jonothan Haymans C Division: Mario Martins D Division: Jayden Wulfsohn

Ladies

Ladies Club Champion: Kelsey Nicholas Bronze Champion: Della Stapleton

Major Winners

Masters Par 3 Challenge 2018: George Leadbeater

Presidents Cup 2017: Mario Martins

Singles Knockout: Chad McCarthy

Better Ball Knockout: Craig Loser and Gavin Thom.

Greensomes Knockout: Mario Martins & Wayne Mitri

Golden Putter 2017: Royal Durban Won

Golden Putter 2018: Royal JHB & Kensington Won

Royal JHB & Kensington

CCJ Putter 2018: Royal JHB & Kensington won.

We are ever mindful of the need to make our Club known, to continually enhance our brand and encourage both new members and visitors to use our facilities to ensure continued growth and business performance. The monthly newsletter is key in delivering our message but even more important are our efforts in the digital world. Chris and Candice do an amazing job on the various social media

platforms, marketing the club and brand not only locally but to the world. There is no doubt that social media and word of mouth are the most powerful tools available and we encourage all members, young and old to get involved: please "Retweet and "Like" the Royal initiatives.

I look forward to "hopefully" continuing my service as your Club Captain for the year and the ahead and driving to keep setting the highest of standards on our road to success. In this regard I thank and congratulate my fellow board members for another great year and for delivering on the Club's requirements.

In closing, I leave you with the quote, "Golf is the closest game to the game we call life" so enjoy our wonderful facilities and thank you for your exceptional loyalty and support.

Marc Kourie Club Captain









CHAMPION'S RETREAT - PATIO & BAR -



A CAPTAIN'S TALE

E very Club has a Captain's story, but none that will warm your heart and inspire friendship like that of Marc Kourie.

Paul Ingpen met Marc Kourie while trailing through forests on their mountain bikes. The pair struck up a friendship and chatted along the way. It was during these conversations that Paul learned what a great guy Marc really is. You see, Marc does loads of adventure type sports, sometimes on his own and sometimes with his friend Rory Whitecross...

In a Facebook post, Paul, a Tri-Mag editor, shared the story of how he and Marc met and the wonderful thing Marc was doing at the IRONMAN 70.3 in Durban.

"It's not every day that you meet a total stranger who makes you smile & laugh for hours. Especially when you've been pedalling mountains for 3 days and feeling it. But Marc Kourie is an infectiously upbeat guy. Our laughs and yelps of stoke probably drove other riders nuts as we noisily traversed the echoing forests and valleys of sani2c together. It was his first time so I played tour guide. There's nothing like witnessing people who suck the marrow out of every day, appreciating the magnificence of life. While sharing our obsession with active life outside Marc happened to mention that he was also doing Durban Ironman 70.3 in a couple of weeks. When we inevitably drew swords regarding goal times, Marc humbly suggested that he only intended to finish. When I chastised him for playing dead (an old tri-athlete mind game) he mentioned for the first time that he would be carrying a 72kg package around the course - say 'whaaat!!?"

That 72kg package happened to be Rory. Rory was born with Cerebral Palsy and despite his handicap, has a taste for adventure! The pair met one day while Marc was visiting his uncle. It was during this meeting that Marc learned how much Rory loved to do sports and sporting challenges.





Marc, whose uncle was paralysed in an accident, met cerebrally handicapped Rory Whitecross on his frequent visits to the home. Rory has been a fighter since he was 6 when he declared to his mom that he wanted to water ski, despite not being able to walk."

Fast forward years of pushing boundaries, new besties Marc and Rory joined forces to finish the 94.7, Cycle Challenge. When Mark then dangled the IRONMAN 70.3 idea after being inspired by the Hoyt story, Rory jumped at the opportunity exclaiming "I will do the Batman with you Marc, I can't let you do all that alone!!"

And so, Team Batman was formed. They trained together and worked hard to complete their first Ironman but were unsuccessful and didn't make the cutoff. Refusing to give up, the pair set the same goal for this year. This time, however, they planned to do it for charity. The IRONMAN 4 the kids charity which was founded in 2005 by ex-Springbok Garth Wright and Gary Stephenson. The pair wanted to do the challenge for children in Eastern Cape. In 2005, the pair raised just over R11,000.00 and every year since that, they have done phenomenally well. In 2018, their goal is to raise R2.2 million! They distribute the money to various children-based charities every year.

Team Batman took part in their second attempt at the IRONMAN and was successful. Marc towed Rory in a dinghy boat behind him as he swam for 2kms, then rode 90km on a tandem bike and finally ran pushing him 21km in a wheelchair.

Their results were posted on the IRONMAN 70.3 website. They finished the race with an overall time of 07:35:21.

People have been incredibly proud of their accomplishment and have praised them both for inspiring so many individuals. The team Batman friendship is incredibly heartwarming.

"We need more positive people like Marc. Empathy and compassion for fellow humans is rare, yet massively bonding and rewarding. We can learn a lot about building our country by embracing our differences and lifting those less privileged or naturally talented." – Paul Ingpen

Marc shared his thanks for all the support and mentioned how it was thanks to people cheering him on from the sidelines, that they managed to beat the cutoff this year.

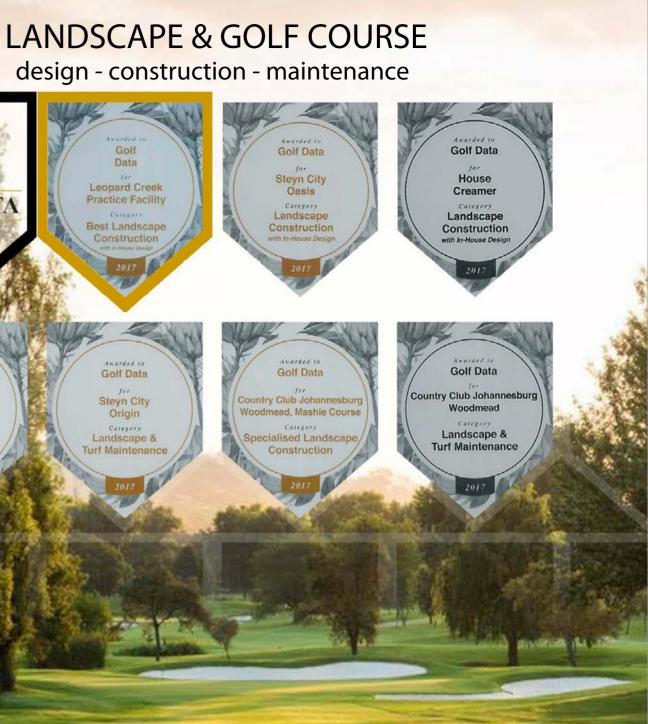
"Now to you incredible people for following two strangers and being the greatest supporters, we cannot thank you enough! Quick story... while on the bike suffering there were 2 ladies cheering and screaming for Team Batman (no idea who they were) but it sure gave me an extra boost to get to the bike finish with 2 minutes to spare. Now that's how important you ALL are." – Marc Kourie



GOLF DATA

Golf Data is proud to win the Trophy Award for the Best Landscape Construction with In-House Design for the second year running. This is a highlight of all the awards Golf Data has won and just the beginning of great things to come. We are truly grateful to all our clients for making this possible.

Johannesburg Phone: +27 82 382 0121



GOLF DATA | Est. 89

Website: www.golfdata.co.za Email: reception@golfdata.co.za Cape Town 21 851 2193



LADIES GOLF



Together with Marc Kourie, I hosted the Captains' Challenge on Friday 16 June 2017, which fortunately was a public holiday and no better time to have a fun day. It was a delight to see families around and about the club and a festive winter 8-Ball Commando format went off well to brighten winter spirits.

Our Club's financial year kicks off with the Durban July, Open Championship, Wimbledon and Tour de France events keeping everyone wrapped up and indoors avoiding the chilly temperatures. A few great golfing days were still had - the Ladies enjoyed a super fun "Durban July Day" with our friends from Wanderers Golf Club! A great opportunity to celebrate Christmas in July. Our Anstey Trophy, which dates back to 1925, is also played in July. The Business Girls also play the annual Crystal Bowl Trophy at which tartans, heartwarming sherry (sometimes even bagpipes) are the order of the day. Such a pleasure to see so many traditions that keep reemerging.

Amongst all the hype of golfing events, the revamp of our East Course began. Many of our members joined in tours around the construction to see what was being done and how it was achieved. Many thanks to Chris Bentley, CEO and Jayde Rademeyer, Operations Director for sharing such interesting information so enthusiastically.

August, being women's month and our women's open day is always well celebrated and supported by members and friends. As one golf director was quick to mention, every month is Women's month at Royal. Our guests always seem to agree.

Every September, we play the annual "CCJ Putter" challenge against Country Club Johannebsurg (12 years down the line). One thing I am very pleased and hope to be handing over is the hickory shaft putter, to our incoming Lady Captain come October 2018.

The 127th AGM held on 27 September 2017 was so impressive and I am sure that no other club presents the affairs and operations of everything in such a professional manner. This makes us members confident and assured that our wonderful club is in good hands. The Sanlam Cancer Challenges comes around at this time of year too and I understand we are one of the best contributors for this charity in Central Gauteng. It is for such a wonderful cause and members' generosity is very much appreciated.

The ladies who set off to the regional finals were Laura Hill, Jenene Bernhardt, Lorraine Brits, Lynn Gardner and myself, in place of Carol Rivett.

Eleonora Galletti and Kelsey Nicholas were also selected to represent Gauteng at the Inter Provincial Tournament and were ranked 6 and 8 respectively.

October, brought along torrential rains and our grounds team are well experienced in these circumstances. Nature also bounces back guickly and physical damages to clubhouse and surrounds were quickly corrected. The new bunkers on the East Course were proving their worth already and the greens also began to sprout, allowing us to forget the concerned issues as we neared completion of the renovations. There were many jubilations and celebrations around our Festival of Golf, even with only one course in play. Nothing dampens the spirit of our members and it's with great thanks to the generous sponsors and participants that add such value to worthy causes, including our club.

November, sees league finishing off with finals and though our ladies Sunday, Silver and Bronze teams acquitted themselves with aplomb, we didn't win our divisions in 2017. Many thanks to team captains, Gina de Bastos/Anne Daffey, Ina Sanders and







Audrey Shaw who handle the selection months later process so efficiently, which isn't always near the 18 v easy. Of course the support of all our on camera b players is also so appreciated - it is an barnett did! honour to represent our club.

We bid farewell and a happy retirement to Agnes (Housekeeping Supervisor) who worked at Royal for some 30 years. A lifetime for some and which hopefully filled many fond times. Agnes knew exactly what tournament or competition was on the go and always followed the ladies games with interest and had a wonderful sense of humour. It is lovely to see Agnes now and then keeping her finger in the pie so to speak, working for the PGASA once or twice a week.

Year-end is time for family, holidays and charity and our Christmas competitions, which are always well supported, and the renowned generosity of RJK ladies is always most appreciated. There were a few amazing bird sightings – Long-crested Eaglet perching in the nest and a few

months later a Giant Eagle Owl – all spotted near the 18 West tee box. Both were shot on camera by Brian Wilmot before Trevor Barnett did!

The start of 2018 was certainly the highlight and re-opening our amazing Championship Course. The media day was a resounding success. I had the honour of playing with Ashleigh Buhai and it was quite something to see how the pros handle the course and I'm sure Ashleigh's comments were well received amongst other valued input. The members opening day and the ladies open were all very well supported and the East course is still proving to be a great challenge for most! Hopefully going into the next summer season will see this grand "new/old" lady showing off all her best features with pride as it fully settles! I'm assuming golf courses are referred to in the feminine!

The wonderful membership offers have attracted 15 new Lady members in various categories. A very warm welcome and wishing you all great golf and wonderful times at RJK.

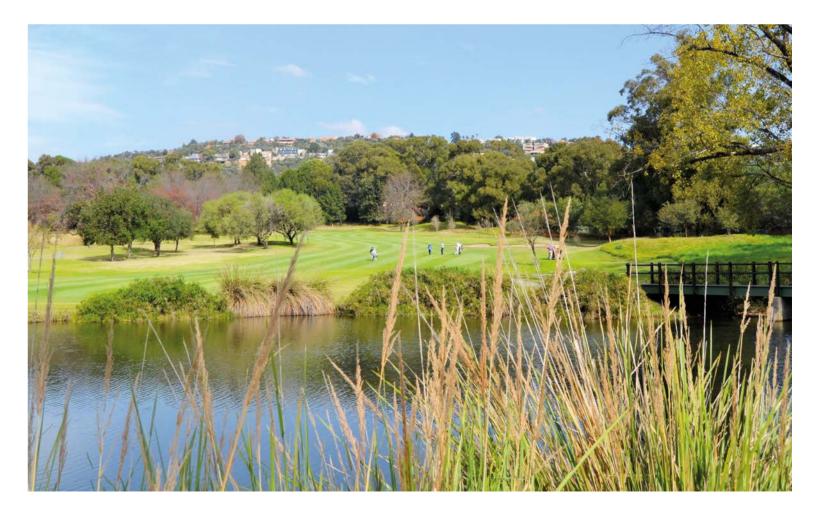
We enjoyed a league breakfast with Ashleigh Buhai as our guest of honour. Ashleigh had a wonderful season on the Ladies Sunshine Tour, winning the Joburg Open as well as the SA Open and finished 2nd on the Investec Property Fund Order of Merit. (Ashleigh has won the South African Women's Open three times and is the youngest amateur champion to have ever won this event, the only amateur to have ever won this event and now a 3 time champion!) Well done Ash – we are all so very proud of your achievements! Ash is currently playing on the LPGA Tour, with a best finish of 2nd so far at Thornberry Creek. It is great to have Ash as a proud Royal ambassador.

Our annual Ryder Cup match against Country Club Johannesburg took place in February and much fun and camaraderie was had around this theme. We do have the most incredible operations and

management teams who pull out all the scores of 73 and 75! Also to Della Stapleton stops to make events like this a success and for winning the Bronze Championship although we lost to CCJ on this occasion after having joined the Club only a couple on home ground, all the participants had of weeks before. Eleonora Galletti, runner a great day. up to Kelsey and a four-time RJK champion already, won the CGGU Champion of The Annual Club Championships just seems Champions Tournament in Kelsey's absence to get better and better each year. It was at the beginning of August. Looking still a little disappointing to see so few forward to seeing more entrants out ladies participating in the event, the Club's there next year. Here's wishing Kelsey Major tournament of the year. As I always sweet swings as she embarks on her say, it is not the winning of the game but professional career.

the fact that one participates that matters. My challenge to you all is to see how many With the start of the first Major of the year, consecutive championships you can play in! the Masters Par 3 Challenge took place and I happen to know of one member who has it's an event not to be missed! Our CEO missed one in 37 years. Julie McWilliam, started this member event in 2014 and it's who is an Honorary Life Member, has won grown to be a highlight on the calendar this beautiful trophy 12 times (more than for kids and family with some wonderful anyone else) in her younger years and at outfits and Masters traditions. the age of 83 still walks 18 holes of golf. We salute you M'am and several other Our team sets the course to the same criteria as the Par3 course at Augusta, so it really is quite a fun challenge. We were

We salute you M'am and several other
esteemed senior members who play on a
regular basis.Our team sets the course to the same
criteria as the Par3 course at Augusta, so
it really is quite a fun challenge. We were
delighted to have Brandon Stone & DarrenCongratulations to Kelsey Nicholas who is
the 2018 Ladies Club Champion, achievingFichardt join us on the day and partake in a
Q&A session before prize giving, which was



very entertaining and insightful. There were all manner of caddies and wannabe golfers with Alistair Mc Donald's drone recording the hole in one attempt. Not so easy, as most realised, but a great family, fun filled day had by all.

Many "Royal Angels" headed off to Southbroom to participate in the Ladies Classic. It's like a home away from home for many of us and always well contested. Congratulations to this year's winners, Anne Barrow and Trish Anderson. It is a fabulous tournament, evident by all the ladies who migrate!

Congratulations must also go to Anne Barrow for winning the senior division at the Gauteng Seniors Championship and Sue Niehaus who is the Bronze division championship. Russ Smith, Niki Christie and Ann Barrow all played in the SWGA Nationals in St Francis too.

Middle winter sees us huddle around the sherry with sub-zero and icy conditions. This year we had the Soccer World Cup adding



"PROUD TO CALL THIS HOME ..."



value (or not). It's the time of interclub challenges and I must thank all who gamely participate in these events throughout the year. It's special seeing members wear our Royal colours with such a glow of pride.

The Sanlam Regionals were played at Krugersdorp GC and Sam Hudson finished 3rd in A Division but sadly the course got the better of Sue Rice, Jackie Morris and myself. When we travel further afield to play it always makes us happy to come home again to great course conditions.

As we did not have the benefit of a public holiday, our Captains' Challenge - 8-Ball Commando was postponed and will probably be combined with the Festival of Golf. So looking forward to having loads more fun as we will have our two wonderful courses to play on.

It is always a pleasure to host visitors, old friends and past Captains who return to visit from all corners of the world – Australia, US and several retirement destinations around the country. Linda Lee, Val Volk, Lori Martin, Glynis Davidson, Sarah Webber, Ann Hadley to mention but a few - it is always wonderful to catch up with you all. Thank you so much to those who bring guests along to our open competitions and events, as it is such a joy to share our Royal hospitality.

Part of our social responsibility has been to support a number of charities through the year - Cansa, Nazareth House, Teddy Bear Clinic, Hakuna Matata House and our very own housekeeping staff at Christmas time. We are forever grateful to members who contribute so willingly to any cause chosen. At the same time, huge thanks to the wonderful sponsorships we get for various events, they are so much appreciated.

To touch on accolades over the past year - here's a brief summary of the year's awards. The club's golfing calendar runs from November to November. There is so much history behind most of our trophies some of which are nearly 100 years old and I believe that it is such an honour to have one's name added to any of these. These precious trophies are awarded on the day Ladies Golf Gauteng Medal 2017 is awarded of the events.



2018 Ladies Club Championship -Kelsey Nicholas

2017 Jubilee Cup -Christine de Villiers

2017 Coronation Medal Sue van der Riet

2017 Coronation Spoon (Medal) -Sheree Lloyd

2018 Jean Eustice Trophy (Betterball) -Lisa de Sousa and Lelane Straw

2018 Anstey Trophy (Medal Aggregate) -{Dates back to 1925} Michelle von Holt, Erika Maier & Marian Ledingham

2018 Crystal Bowl (BG's Betterball) -Niki Christie and Val McKenzie

2017 Business Girls Betterball Knockout -Ali Foote and Sue Rice

2017 Business Girls Singles Knockout -Sam Hudson

Should you get your hands on any of these take a minute to look at then, you may find it guite interesting noting dates and names from times past.

to the best aggregate medal rounds -

Sheree Lloyd won the silver division on a score of 71.75 and Jenny Maine won the bronze division on a score of 72.

Many of our ladies compete in external events too many to mention all and have often been successful. Thank you all for flying the RJK banner high.

It has been a great honour to serve as Lady Captain for the past three years. Working with such a consummate group of successful, experienced, profoundly professional and enthusiastic people in our management and staff. I thank my fellow Board members with whom I've experienced great teamwork and learnt so much in different ways throughout the year. I value your friendship and look forward to further great experiences. Most importantly I thank the Ladies Section for your continued loyalty, support and friendship.

Marian Ledingham Vice Chair & Lady Captain

In Loving Memory:

It was with sadness that we heard of the passing of Pat Tomaselli who died on 1 July 2017 aged 94.

"Pat was a founder member of Gauteng Seniors, served on the committee and continued her membership for several years after suffering a stroke in 2010. Pat was President of the Transvaal Ladies Golf Union, now the LGG, and on the executive of the South African Ladies Golf Union, now WGSA. Pat was captain and club champion of both Royal and CCJ where she joined in 1936 when she was 18 years old. She was an honorary member of both clubs. Her last handicap was 3." (Per Gauteng Ladies Seniors).

Pat is survived by her daughter Clare Tomaselli and is well remembered by many Royal members, may she rest in peace.





Royal Johannesburg and Kensington Golf Club Home of the Senior Golfers Society of Gauteng 011 640 9217



STATISTICS

	2014	2015	2016	2017	2018
SURVEY'S COMPLETED	140	120	300	321	260
Performance of the CEO	74,9	77,5	76	91,2	86,8
Service & Performance of Management	75,0	76,1	78,5	89,4	87,2
Communication of the Club	77,7	75,9	77	82,8	87,2
Conditions & Presentation of the Course's	79,0	83	78,5	82,4	90,4
Greg Jacobs Golf Shop	76,0	78,6	82	81,6	85,8
Performance of the Board	67,9	70,1	71,2	83,2	82,4
Transparency of the Club	70,5	70,3	70,6	80	81,2
Overall Value for money	54,9	68,5	70	75	76
Overall Golf and Hospitality Experience	77,0	77,3	78,4	81,6	85,8
Food & Beverage	56,4	56,3	61,6	68,2	68
Rate the Function facilitites	-	-	70,2	77,8	78,8
Rate the Driving range	-	-	74,2	76,8	77
Locker Rooms	-	-	-	76,4	79,6

ADDITIONAL FIELDS					
					2018
Rate the overall cleanliness and presentation	-	-	-	-	87,4
Rate the new East Course	-	-	-	-	90,4
Rate the Updated bar area	-	-	-	-	76
Rate the East Course Comfort stations	-	-	-	-	53,4

Ordinary

340

327

348

TOTAL WEIGHTED AVERAGE YEAR ON YEAR
 2014
 2015
 2016
 2017
 2018

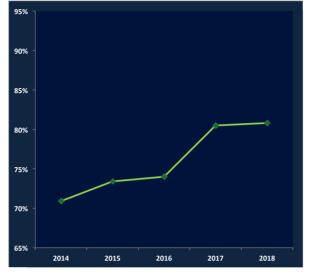
 70,93
 73,36
 74,02
 80,49
 80,79
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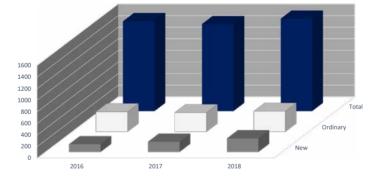
Total

1550

1501

1595





Rounds

Membership

New

134

177

235

Year

2016

2017

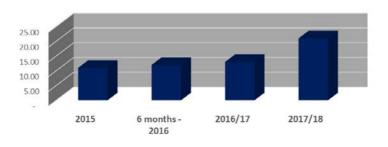
2018

	Visitor Rounds	Member Rounds	Total
6 months - 2016	21 020,00	21 719,50	42 739,50
2016/17	25 471,00	36 028,00	69 390,00
2017/8 (1st course closed)	25,199,00	32,412,00	57,611,00

Corporate Members

Year	As at 31 July
2015	11.00
6 months - 2016	12.00
2016/7	13.00
2017/8	21.00

80,000.00 60,000.00 40,000.00 20,000.00 6 months - 2016 2016/17 2017/18 (1 Course Closed)

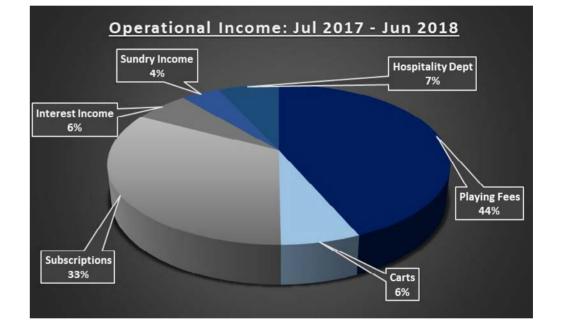


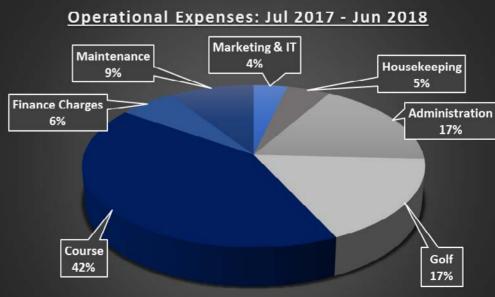
Visitor Rounds

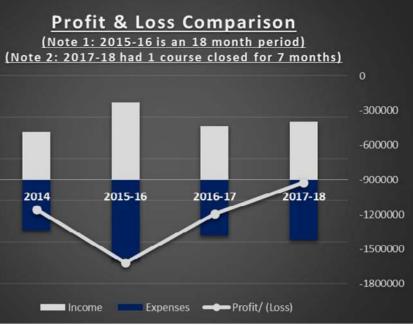
Total

Member Rounds











Events and Champions

2018 Masters Par 3 Challenge



East Course Opening





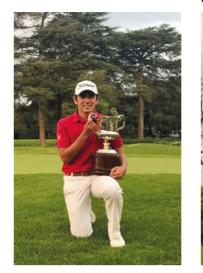








2018 Club Champion Kian Rose







2018 Ladies Club Champion Kelsey Nicholas







2018 Club Champions













Management & staff



Christopher Bentley Chief Executive Officer PGA SA 2018 Management Winner Gauteng CMASA - Club Manager of the Year Nominee



Jayde Rademeyer Club Operations Manager CMASA - Young Manager of the Year Nominee



Shaun Brits Course Manager



Candice Humphrey Marketing and Membership Manager



Charlotte de Jong Financial Manager CMASA - Employee of the Year Finalist



Hennie Bredenhann Maintenance & Security Manager Infrastructure Director



Senior Management



Finance Team



Erik Brakhoven Food and Beverage Director



John Bailey Executive Head Chef



Jenene Bernhardt Events Director



Food and Beverage Team



Maintenance Team





Course Management



Golf Operations

Martin Briede Head Teaching Professional

Greg Jacobs Head Professional



Wikus Botes Director of Golf



Jerry Steyn Assistant Course Manager





Housekeeping Staff



Cindy Ungerer Guest Relations Manager



Wendy Huddy Ladies Golf Manager



Evacuation Leaders



Fire Fighters





Casper Mpofu Guest Relations Assistant

Operations and Front of House



Royal is awarded the Health and Safety 5 Star Award



Occupational Health and Safety Representatives

First Aiders



EMPLOYEE OF THE YEAR AWARDS

Each year the CEO of the Club monitors and views staff performance. The CEO selects his employee of the year per department, this person is a person who has consistently delivered and been noticed going far beyond the requirements of his or her role.





Food & Beverage Department - Kwanele Matutu



Recognition and Service - Agnes Dipheko



Golf Department - Emmanuel Ngobeni



Club Customer Service - Crystal Palframan



Course Department - Kupuwa Kubayi



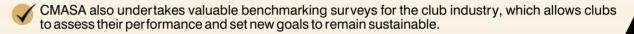
Maintenance Department - Bokang Moshabe



CLUB MANAGEMENT ASSOCIATION OF SOUTHERN AFRICA

A new paradigm for club management prudently.

Whether club managers come from a business background or are developing their careers within the industry, the right education can provide each individual with the learning resources they need to do this job, often plugging gaps in their knowledge, so they can better understand the broad range of issues that affect the day-to-day management of a club in the ever-changing global environment.



- advice and consultation is on hand, where need be.
- objectives.

mission in all major decisions.

WHY EDUCATION IS IMPORTANT FOR OUR CLUB INDUSTRY

For our industry to prosper and clubs to continue to flourish in a very competitive leisure industry, the leadership required will be better served through a robust programme of education and training. Our programme will educate tomorrow's leaders and managers today! With a benchmark gualification recognised throughout the world (CCM), club managers can demonstrate their credibility in the job and ensure cross-fertilisation of skills, knowledge and ideas as they manage ever more successful clubs around the globe. Together with CMASA, you will gain access to a range of management tools, reviews and surveys that reflect the challenges of the club environment.

Our website www.clubmanagement.co.za provides members with a wealth of information to assist them with day-to-day business resources and support, career opportunities, general news, and much more.



Club Management Association of Southern Africa (CMASA) is the representative body for the Recreation and Sports Club sector in South Africa. CMASA offers members access to information on international and local best practice material relating to the management of their clubs as well as seen as the preferred partner in education, training, resources and recruitment solutions for the club industry.

CMASA's strength is heightened by the expertise of its elected Executive Committee and management team, who collectively have in excess of 150 years in club management.

Today's club manager may be expected to manage a complex and sometimes large property of several hectares; maintain multiple buildings and facilities; provide sports and leisure services for members and visitors; manage a team of employees and contractors; promote the business to the local, regional, national and in many cases international communities and of course manage the club's finances efficiently and

CMASA advocates best practice and highest level of corporate governance, providing information and updates to our member clubs on their legal obligations, and ensuring expert

CMASA is committed to ongoing professional development for Management and Staff in the club sector and offers ongoing education programmes to suit all disciplines of employees. Business Management Institute (BMI) courses for CCM certification are presented each year, which form the fundamental instruction of key modules in club management, necessary to achieving the 'CERTIFIED CLUB MANAGER' designation. CMASA is a global affiliate partner of CMAA and as such we also provide the internationally recognised online Manager in Development Programme.

Our Club Recruitment division is transforming the club industry, offering a full service of staff screening, interviews and background checks. Over the past few years, CMASA placed more than 100 top managerial positions at sports and recreation clubs in South Africa. CMASA has an offering that can specifically target new blood in the industry and its own transformation

Certified Club Manager

CMASA Strategy & Leadership Course

CMASA Professional Busines

CMASA BMI Programmes - Level 1-4

A club's vision and standard of excellence are the building blocks that shape a club's overall strategy and performance. Many clubs are now taking a more business-like approach in formulating their Strategic Plan, and considering their vision and

Telephone: (011) 482-7542

Royal Johannesburg & Kensington Golf Club 1 Fairway Avenue, Linksfield North, Johannesburg.

Box 10264, The Falls, 1522.



PAST PRESIDENTS, CHAIRMAN & BOARD

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2001 Oliver Ransome	
2002 Oliver Ransome	
2003 Russell Bruton	
2004 John Saker	
2005 David Stratton	
2006 David Stratton	
2007 Vince Ryan	
2008 Vince Ryan	
2009 Graham Twaddle	
2010 Graham Twaddle	
2011 Richard Pollock	
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2013 Richard Pollock	
2014 Gordon Odgers	
2015 Gordon Odgers	
2016 Gordon Odgers	
2017 John Hare	
2018 Alan Field	

2018 Board Members

Alan Field **Christopher Bentley** Christopher Bobbert Francois Schindehutte Marian Ledingham Marc Kourie









Flexible Risk Cover

Flexible Partnership Retirement Assurance Options



Treating our clients as family and valuing open and honest relationships. We remain committed to transformation and transparency in all we do.

Whether it's tax free investing or drafting your will, at Deton we have you covered.



We offer you exceptional value-added service in our ever- changing environment. We customize solutions for your company to address the specific needs of the members to ensure that each individuals financial goals are met.

Our company is built around the simple concept that client relationships always come first.





Employee Benefits

Asset Solutions

For more information contact:



We are in the business of risk minimization and wealth creation. We will not stop pursuing theperfect blend of financial products to support your personal financial journey.





Flexible

Investment

Options



Wills & Estate Planning





Financial

Planning



Offshore Investment Options





Payroll Solutions



Risk Solutions



EAST TO WEST



Our East Championship Course has stolen the headlines for much of the past year at Royal, with the excitement of the revamp captivating the attention of members, the golfing public and being the draw card for many over social media. Time has passed ever so swiftly that I find it difficult to believe it has been a year since beginning construction on our 'Grand old lady'.

Rightfully so, our East course has received praise by all and received many accolades, of which I am sure there will be more to come as the course matures. The East Course is a natural beauty and a product which we not only had fun working with, but we served to protect the integrity of the course and it is a course that lends itself to high end maintenance and manicuring, which is a pleasure for any superintendent, maintenance team or construction crew. The reward for us has been to see the delight from our members and the gathering of golfers that flock to Royal to experience the East first hand.

Being able to produce a golf course in the fashion presented comes with its own, rare set of challenges, all of which couldn't appear at a more inconvenient time than during our revamp in 2017.

As has been the case for many years now, we have seen rainfall patterns becoming more infrequent yet abundant in amounts and I distinctly remember torrential storms once again damaging our courses to some degree in the early summer of 2017 and providing very difficult challenges for the maintenance and project teams. We had bridges that needed reconstruction for a second time, new bunkers that had liners damaged and new sand contaminated, to name just a few. All this approximately 4 months into our project and we needed to overcome these challenges if we were to open on time, on condition as promised, and be ready for the group of panellists that were eagerly awaiting to rank our course so soon after the opening. "No pressure!"

Success in times like these is only possible with teamwork and the combined efforts of my assistant Jerry Steyn along with my maintenance and workshop team, our CEO - Chris, the Operations Director- Jayde, the project team, the board and our outsourced partners were not only very supportive but instrumental in any assistance we needed to ensure the courses received the resources necessary to perform our work. Thank you all for your support, patience and assistance over the course of the last year in pressing times.

Along with revamping our East course, we also had another very important task this past year, probably more important than the revamp and that was maintaining and conditioning the West Course. Keeping in mind we still had members and visitors supporting the club daily and in wanting to deliver the Royal experience, we had set ourselves a goal that the West would be the best it could possibly be even with everything going on around us. Our crew most definitely got on board and all the credit must go to the team. Our course supervisors and maintenance crew worked tirelessly in delivering a fantastic golf course this past year.

We are extremely proud of what we have delivered this past year and believe our rankings are a refection of this and all the work we have put in over the past 4 and a half years at Royal.

Off course and behind the scenes, we are as busy as we have ever been and what I like to call our "Engine", is still running smoothly.





Our two, newly refurbished pump stations which are nearing the 1-year age mark are both running soundly and efficiently. Our annual equipment replacement programme we have implemented since 2014 is proving to serve the courses well and assists in driving down operational repair costs year on year. This year particularly we have replaced our ride on greens mowers on the East with new walk behind mowers and the benefits of this can already be seen this past winter. Thank you to Solly, our workshop manager for his efforts in ensuring our equipment is always operating at optimum performance. Our administration and planning processes continue to be the driving force behind our maintenance practices. We are striving and motivated to continue to improve how we maintain our courses as well as how we present them to the members and visitors.

Two of our golf maintenance crew members, Elias Mabilu and Setos Modipane, who have served Royal for a very long time have sadly retired during 2017. We wish them well on their retirement and thank them for their years of dedication and service to the club.

On the opening of the new East and with the retirement of staff and resignations of other staff members, we have also taken the opportunity to revise our staffing compliment to better suit the needs of our facilities and where we are at currently. This newly revised organogram was implemented on the 1st of July 2018. We



continue to outsource our landscaping to Realgreen who are performing very well in our garden areas.

Royal is primarily a golf club with a family centric focus and luxury amenities to suit, but we are aware of the responsibility we have towards our people and our environment holistically. Ever increasing Environmental responsibility and stewardship, in South Africa and Globally, is crucial in today's times and the past two years have seen us make huge strides in becoming a part of the environmental movement. Dino de Abreu has assisted in getting us more aligned with GEO certification and our maintenance team have made great progress in off course areas such as wetlands, compost yards, trees, dams and water treatment and of course grasslands areas during our winter months. We still have much that needs to be done but we are on the right path.

The upcoming spring season is yet again time to begin preparing our courses for rains, fertilizer and hollowtining. All of which is needed to get our courses back into pristine shape. We are very mindful of the fact we need to keep the poa out of East as much as possible with the delay of the West course, but we are confident it can be achieved. We would also like to re-assure you that the west greens will be as good as they have been this coming summer following the decision to delay the revamp. Work has already commenced on improving the quality of the putting surfaces and we will be performing some work in the bunkers for the short term.

Once again, thank you to the management, the board and the members for your continuous motivation and most importantly the members motivation and support.

I thought I would leave you with a guote which I found to be quite fitting for my team's view on our successes and goals for Royal:

"The road to success is always under construction".

Thank you for entrusting us with your golf courses and we hope you enjoy a warm summer on our two fantastic tracks.

Shaun Brits **Course Manager**



ENVIRONMENT

¬olf and the environment is always a hot topic. **J**At Royal Johannesburg and Kensington our active promotion and recognition of environmental planning and management is a key focus.

The R&A speaks of sustainability as "the optimisation of playing quality of the golf course in harmony with the conservation of its natural environment under economically sound and socially responsible management." These four fundamentals cannot be viewed in isolation and the impact of any action taken during the construction, upgrade or management of the facility has to be assessed against these fundamentals.

Our facility has always been recognized for being environmentally pro active and setting the pace in standards. After completing our Autobahn certification some seven years ago, this environ practice became UN feasible, mainly due to the exchange rates. In the need of continues improvement and certification, through the environmental stewardship programme, we started and continued the process through the GEO Foundation Certification (the international non-profit dedicated entirely to providing a credible and practical sustainability system for golf) which focuses on creating golf as a sustainable sport and business ranging from ecosystem services and conservation of wildlife, to health and well-being for all ages, to jobs and economic value through local supply chains. Golf Environ Org. is endorsed by the European Tour, Club Managers Association and numerous leading clubs of the world.

Our Masterplan

A carefully structured environmental masterplan has being developed and continues to be enhanced to address areas such as water quality, habitat creation, tree planting schemes, turf grass reduction and erosion control.

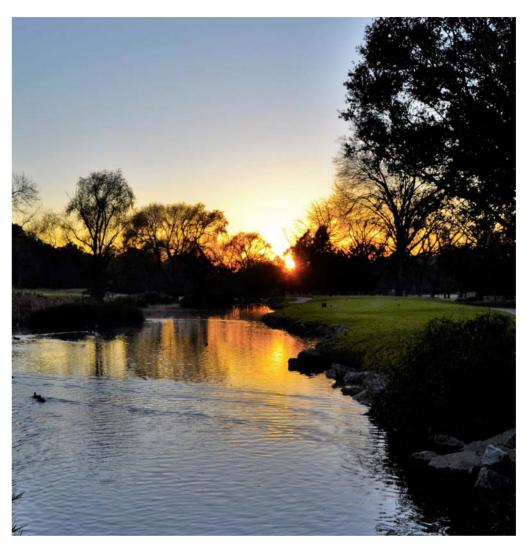
Water quality buffers

Surface transport of suspended particulate or sediment drawn nutrients or pesticides in surface runoff poses a greater problem than leaching for our golf courses. Water guality buffers are proposed to protect environmentally sensitive areas on the course, including wetlands, erosionprone areas and water bodies receiving runoff or groundwater discharge from tees, greens, and other intensively manicured areas. These water quality buffers often represent the last line of









defence to slow down runoff and trap sediment, fertilizers, pesticides, turf seed and clippings.

Typically drainage channels are designed to express storm water to prevent erosion, but usually provide little or no contaminant removal and in some cases result in greater erosion problems further down-stream. A variety of filtering systems utilising vegetation to direct or treat storm water runoff, can be introduced or re-established to resolve this issue. These systems include strategic discharge channels, vegetated swales and permeation or attenuation systems. Indigenous and aquatic marginal vegetation introduced in swales and attenuation ponds are designed to slow runoff and promote infiltration.

The graphics opposite illustrate this concept, looking at areas upstream of the facility where these quality control buffers and reduced manicured areas, can be implemented. These 3 simple applications

see the creation of 6Ha of diverse habitat creation and in turn a reduction of manicured turf.

Habitat creation

One of the primary goals of conservation management is to protect the quality of wildlife habitat and to enhance the diversity of species, an area which the golf course offers vast opportunity for.

Wildlife habitats within our facility help correct some of the habitat fragmentation that has occurred with the development in the area. Although the manicured turf of the course has little value to wildlife as food and shelter, its 'out of play areas' are ideal for the establishment of an indigenous contiguous habitat, that not only encourages wildlife refuge as seen, but also reduces irrigated and maintained area of the total facility. This introduces another dimension to the playing strategy and adds great aesthetic value to the course and the community.

A combination of these practices in our integrated system framework will prove valuable in achieving our sustainability goals. A healthy course both above surface and below, translates in far less fertigation required and thus more efficient maintenance practices.





MEMBER BENEFITS

D ecome a member today at Johannesburg's D most prestigious Golf Club.

- You will have access to two top golf courses.
- Access to over 34 reciprocal golf courses around the world:

Atlantic Beach Golf Club Auckland Golf Club, New Zealand Bloemfontein Golf Club Chapman Golf Club, Harare, Zimbabwe Denman Golf Club, England East London Golf Club Hong Kong Golf Club Humewood Golf Club Inanda Club Killara Golf Club, Australia Kloof Golf Club, Durban Omeya Golf Estate, Windhoek, Namibia Pearl Valley, Val de Vie Eastate Phakalane Golf Estate, Botswana Prince's Grant, Durban Pretoria Country Club Royal Aberdeen Golf Club, Scotland Royal Ascot Golf Club, England Royal Cape Golf Club, Cape Town Royal Clinque Ports Golf Club, England Royal Dublin Golf Club, Ireland Royal Durban Golf Club Royal Colwood Golf Club, Canada Royal Harare Golf Club, Zimbabwe Royal Ottawa Golf Club, Canada Royal Mid Surrey Golf Club, England Royal Montreal Golf Club, Canada Royal Perth Golf Club, Australia Royal Port Alfred Golf Club Royal Queensland Golf Club, Australia Royal Wellington Golf Club, New Zealand Royal Wimbledon Golf Club, England Rustenburg Golf Club The Victoria Club, Pietermaritzburg Westlake Golf Club Windsor Golf & Country Club, Kenya Zebula Golf Estate, Bela Bela





- Full access to all facilities around the golf course. Access to the practice greens. The Royal Retreat – Chiropractor / Biokineticist
- Online tee time bookings are available at any time for your personal use. Members can access online tee times on the website <u>www.royaljk.za.com</u> or our verv own mobi version.
- Members receive updated communication through different mediums such as email, sms, facebook, twitter (@Roval JHB Golf) and Instagram regarding any important information on the club as well as monthly newsletters regarding Royals news and events.
- Calendar the club provides an annual 'Pocket Card Calendar' as well as the 'Website Diary' that shows all upcoming events for the year.
- Members can view their statements and Club accounts online as well as make their subscription payments and club card top-up online through the online payment portal for ease and convenience.





- Members receive preferential pricin throughout the club.
- Fully stocked Golf Shop with persona service. Members receive free clu fitments as well as 15% off any purchase - in their Birthday Month. The Golf Shop also commits to beat any price for a member.
- Full time teaching professional to assist with every aspect of your golf game, every new member that signs up will receive 1 free lesson .
- Members receive a preferential rate when hiring one of our carts which have all been fitted with an advanced GPS systems.
- As a member you are entitled to bring any direct family member under the age of 19 years to play golf with you for free • (Weekdays only)
- Bulk golf cart packages, Members can • SMS and email notifications informing purchase cart packages at a reduced you of your tee off times. rate.
- Over 14 different membership catevenue hire when using the club for your gories to choose from, tailor-made personal functions. to suit your individual needs, as well 15% off your function beverage for as 4 different rounds card options to ٠ choose from to make it more financially your personal functions in your personal comfortable for the members. and private capacity if your club card

monthly competitions
olf department that
prizes. Results are
on the website:
om

- Players who play with a member receive ٠ a preferential member guest rate. Royal Johannesburg & Kensington Golf Club also offers special rates for our juniors as well students.
- Entries to all our knock out ٠ competitions – betterball, singles, mixed and greensomes knockouts are all organised for the members by the golf department.
 - The Club participates in the CGGU League Fixtures with various teams of different levels for you to qualify for.
- Complimentary tea and coffee on arrival for all weekend games
- As a member you will not be charged



has been pre-loaded with a minimum amount of R200 at all times.

- 15% off your daily spend for all items from halfway house if your card is preloaded, with a minimum amount of R200 at all times.
- 10% off your final bill (excluding services) when bringing your company/ corporate function to the club (terms and conditions apply).
- Personal attention from one of our highly qualified co-ordinators to assist with all aspects of your event.



Special Member Categories

Life members

Life members	
Name	Years
Stathy Diamandis	50
Neville Oborn	50
Graham Twaddle	50
John Faber	51
Verd Pardini	51
Ray White	51
Dawn Worsdale	51
John Ridgard	51
	52
Wally Bellairs	
Michael Ryan	52
Elizabeth Faber	52
Grant Thomas	52
Brian Mutch	52
Basil Pearson	52
Ivan Austin	53
Terry Davidson	53
Rob Girdwood	53
John Fell	53
Gill Huddy	54
Peter Faber	55
Peter Thomas	55
Michael Dix	55
Douglas Du Bourg	56
Gordon Huddy	56
David Geeringh	57
Bobby Johnston	57
Mike Renwick	57
David Mackenzie	57
Henri Kuiper	57
Robert Hoar	58
Jim Begbie	59
Bruce Sutherland	59
Terry Sutherland	59
Spencer Farren	59
Desmond Sacco	60
Lindsay Morrison	60
Peter Volck	60
Graham Volck	60
Joy Blair	60
Eric Pearson	60
Mike Peterkin	60
John McWilliam	62
lan Hancock	63
Chris Huddy	64
Rennie Airth	67
Edward Steyn	69
Jean Eustice	70
Brian Wilson	71
Margaret Summerley	75
Pearl Cochrane	77

21 year members this year

Brendan Mc-Ilmurray Christopher Watson Colin Brayshaw Constant Wood Dean Harding Doug Melville Gunter Vogel Harald Schmitz Ian Omand Jeremy Diviani Karin van den Barselaar Kay Ellison Marianne Abrahams Mark Rice Marko Sakota Pete De Lange Peter Rattey Robert Jasper Rocco Rossouw Rowan Diviani Sandra Voerman Tamlyn Surtees Tony Singleton





HOSPITALITY







































ROYAL JOHANNESBURG & KENSINGTON GOLF CLUB Est. 1890

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A LIFESTYLE OF UNCOMPROMISING PERSONALISED SERVICE, LUXURIOUS AMENITIES AND ATTENTION TO DETAIL THAT CREATE A LIFETIME OF MEMORIES



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