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# THE ROYAL REVIEW

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2018/19 Edition

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# THE EDITOR'S NOTE



and having written for many publications, newspapers and magazines I am still not the least bit cynical about our wonderful game. I do still miss unwrapping a new golf ball from its cellophane and hearing the sound of metal spikes clattering along the path to the first tee, but the essentials such as the dewfresh tang of an early morning tee off, the smell of freshly cut grass, or seeing the first buds on the trees in spring will never change.

Times are tough for the business of golf as I see every day in my work as a consultant in the industry and as a golf columnist, but I see from the reports in this publication that, in its current board and management personnel, Royal Johannesburg & Kensington has a team dedicated to keeping the club on an upward trajectory, while preserving the values that have made the club an iconic and living part of South Africa's rich golf history.

I can only hope that those golfing members who will read this publication realise how privileged they are and are as honoured, as I am in being invited to help with this Royal Review, to be part of the club's present and this phase in its developing history.

**John Cockayne**

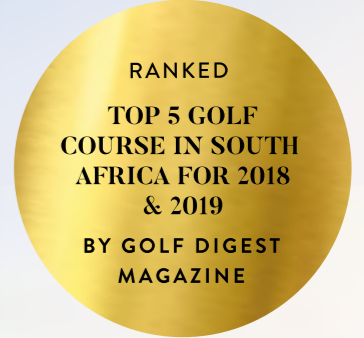
### A golf club is a living entity.

It evolves and grows, not without its trials and tribulations it must be said (who promised that evolution would be a smooth upward curve!?) and it is for many a repository of history and happy memories... and in terms of the latter and when it comes to 'Royal' - mine are splendid.

They range from my first game there in 1970 when my late Father said to me that we were going to play Royal Johannesburg

and his response to my question "why" was, "because I want you to see a real golf course". From this auspicious beginning, I can recall nipping down the road in the early 1980's from Huddle Park where, as a young PGA member, I used to run a weekly golf clinic, to play Royal, to playing my first SA Open on the Highveld and then on to hosting a fourball at Hutchie's 'special' birthday Pro-Am - happy memories indeed!

Now many years later and as a Founder and Life member of the PGA of South Africa



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# THE CHAIRMAN'S REPORT



Our head professional Greg Jacobs, who provides an exceptional retail service throughout the year to the members, was named as the Gauteng Region's PGA Club Professional of the Year, while our CEO, Chris Bentley, being named Gauteng Region's PGA Club Manager of the Year and National PGA Club Manager of the year for 2019.

While the prevailing economic uncertainties continued to weigh heavily on the golf industry as a whole, it is a testament to the efforts of the management team, the entire staff and the board, that we achieved our budget.

That said and while golf is not a team game and personal success and awards are both very gratifying and well-earned, our club's continued growth and success is forged in no small part through the dedication, commitment and the teamwork of our entire staff.

Leading this team from the front and driving the smooth operations of our wonderful Club is the CEO, Christopher Bentley. Chris is an excellent leader and his passion for both for his role and Royal Johannesburg

& Kensington, his unbounded energy and understanding of the team ethos, sets and maintains the high standards we as members have come to expect and I would like to thank him on behalf of all the members.

Underpinning the foundations of the club are undoubtedly our two superb golf courses which are nurtured and maintained by Shaun Brits and his team. Their total commitment ensures that the members and visitors are able to play on two world class award winning courses throughout the year. They are so much part of the everyday workings of a club that it is easy to overlook that the operations team are the heartbeat of any golf club.

In the tough trading environment locally and the challenges facing golf globally, our club is faced with a very public and visible 'enemy'. It is management's job to help the club to rise above these twin challenges through putting our management and operational processes under even closer scrutiny than usual.

Their efforts frame the golfers' experience at any golf facility and so our thanks to Jayde Rademeyer, and his golf department team, for their dedication and unfailing willingness to 'go the extra mile' during the year.

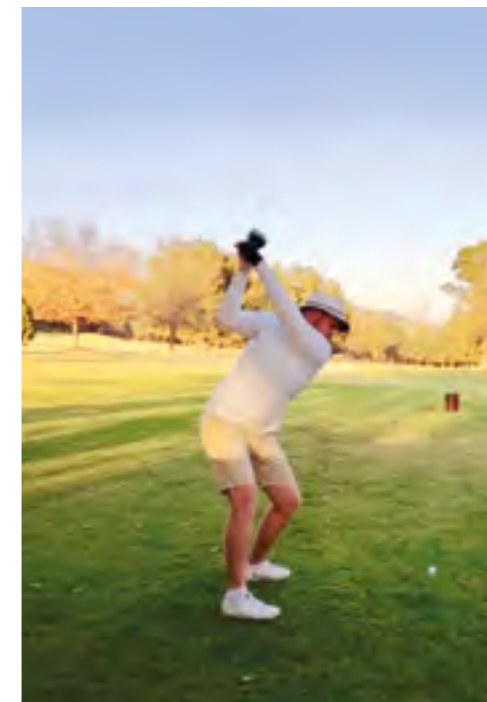


The year under review was a mix of both the exciting and the extremely challenging for the Board and the club's management team.

During the year the club won three prestigious international awards. In the World Golf Awards' annual awards, the club took away 2 titles by winning 'Best Golf Course' in South Africa and Africa with both awards being for the East Course. The World Golf Award's voting is open to the public and during this year's qualifying period the ballot process attracted over 1.4 million public votes. The East Course then notched up another first through its winning the Course of the Year from the Luxury Travel Guide.

Luxury Travel Guide showcases the very best lifestyle brands globally and its awards are presented to those facilities which reflect the best that the affluent traveller can hope to find when on vacation. The LTG team partnered with a panel of selected industry experts and special guest judges to evaluate the credentials of each company and individual featured in the winner's guide.

The awards were not limited to the club's facilities as I am happy to report that two of our staff members won awards in their personal capacity.



The project team is led by Gordon Odgers and thanks are extended to Gordon and his team for the sterling job that they continue to do.

To my fellow Board members, my most sincere thanks for your efforts and support during the year.

Chris Bobbert has resigned from the Board and I thank him for his service to the Club, while the remaining members of the Board have put their names forward for re-election at the AGM.

Finally to all the members of this wonderful Golf Club, it has been a privilege and honour to serve as your Chairman, in which role your support and friendship is much appreciated and greatly valued.

As a Board we appreciate the importance of task with which we have been entrusted and we shall keep striving to ensure that Royal Johannesburg and Kensington Golf Club remains the number one member owned Golf Club in the country.

*Alan Field  
Chairman*

Charlotte de Jong and her finance team have excelled during the year under review, with their efforts enabling the Club to obtain the long-awaited rebates from the City of Johannesburg.

Membership acquisition and retention are a perennial challenge for any golf club and so the marketing and membership department under Candice Humphrey is perhaps the

most demanding operational area, but has delivered according to plan.

Erik Brakhoven and his team continue to excel and raise the bar in terms of the F&B experience at Royal, while Hennie Bredenhann, our infrastructure manager and head of security along with his team, are an enormous asset and the club would be at a loss without them.



A new paradigm for club management

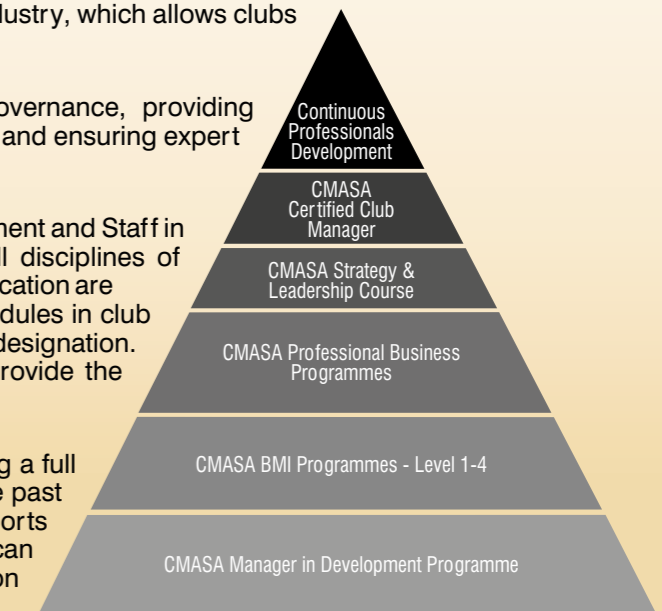
Club Management Association of Southern Africa (CMASA) is the representative body for the Recreation and Sports Club sector in South Africa. CMASA offers members access to information on international and local best practice material relating to the management of their clubs as well as seen as the preferred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

- ✔ CMASA also undertakes valuable benchmarking surveys for the club industry, which allows clubs to assess their performance and set new goals to remain sustainable.
- ✔ 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 advice and consultation is on hand, where need be.
- ✔ 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 objectives.



**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 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 qualification 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](http://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.



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

Box 10264, The Falls, 1522.



## FROM THE CEO'S DESK



It is both a privilege and a pleasure, as the Chief Executive Officer of Royal Johannesburg & Kensington Golf Club, to present my sixth annual report.

*“With our wonderful golf courses and iconic clubhouse, it is a lasting memorial to the work and foresight of a long succession of members devoted to the service of the club”.*

The above tribute was written by the late Dr L S Williams as a preface to a brief history of the Club and the start of golf in Johannesburg when its’ diamond jubilee was commemorated.

Over the past six months, I have been on a personal mission to learn more about the detail of our club’s history, and to frame the more notable events that you will have seen going up on the walls of the clubhouse.

Charles Coetzee the first appointed Managing Secretary of the Club once said, *“there are two things money can’t buy, history and grand trees”*. Coetzee’s tenure proved to be of great advantage to the club, principally by his forming policy, documenting history and improving conditions of play with the most impact being made by the removal of rocks and the planting of trees.

It is this approach to managing a facility that set the pace for golf in South Africa and which continues to be a primary driver today.

Royal Johannesburg & Kensington Golf Club is 128 years old. I believe that its forefathers would be proud of the Club today and the vision that has been established for the future. This is testament to the members who have upheld the club’s history and traditions, resulting in the Club reaching the highest of standards, clearly visible in the clubhouse and on the golf courses. Royal Johannesburg & Kensington continues to offer one of the most prestigious golf memberships on the Continent.

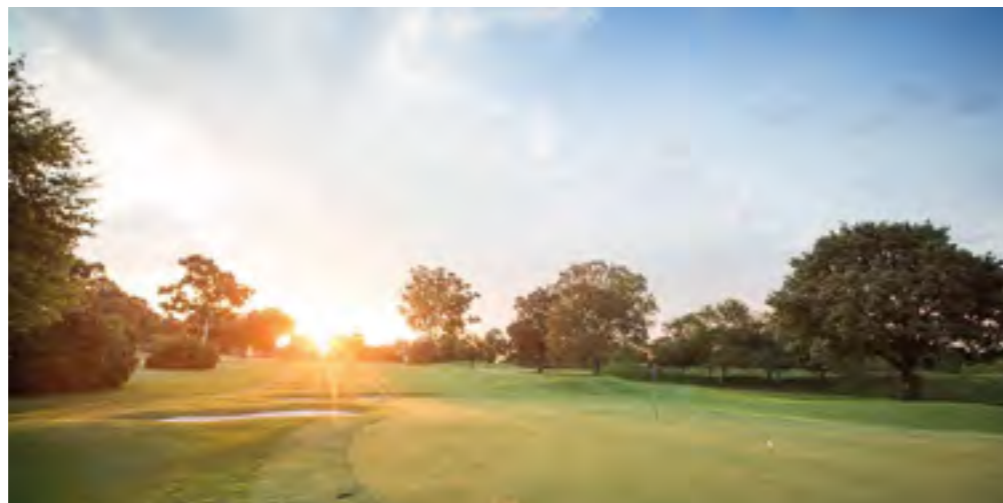
We continue to live in ‘interesting’ and diverse political times with unstable macro effects on business and with questionable solutions being proposed to address the current economic state of the country. It goes without saying that in the absence of any fundamental change in Government policy or personnel, the challenges, clearly manifested in terms of the SOE’s and the local council issues we all experience, will persist and deepen. The golf industry has remained unstable over the past twelve months and continues to be a challenging environment.

Membership acquisition and retention and increasing the numbers of rounds played are a competitive battleground that is fought over by the majority of clubs, particularly by

those of Gauteng club’s that only offer golf. In broad terms these issues are underpinned by the fact that the golf business remains in a state of serious oversupply. With decreasing demand and standard golf courses choosing to heavily reduce or discount green fees and or impose levies, this combination of factors would support the decision, taken by the members to approve the ‘5 year’ plan, to have been the ‘right one’.

Despite the ongoing administrative challenges with the City of Johannesburg, we have at last achieved some success with the assistance of industry professionals. After a long struggle, the Club has finally received its electricity credit on the ‘ghost meter’ to the value of R1.8m. Our rates & taxes have also been corrected and we have managed to reverse these provisions with the correct and appropriate property tariffs. Members have been kept well informed of the progress in our ‘5-year plan’. The council have now fully approved the services establishment for the residential sales for phase one. This approval ensures that the long-term plan will be delivered to the members.

The first phase of property developments are ready to go, and members will have first right to purchase at a launch evening to be held in November 2019. The developers are looking to break ground in early 2020, a presentation on which will be made at the Annual General Meeting by past Chairman and Project Leader, Mr. Gordon Odgers.



Despite some background challenges, it has been another remarkable year for the Club. The annual member survey results have continued to improve and deliver beyond the benchmarks set. When we first started with the member survey in 2014, a satisfaction target of 75% was set. The current target is 80%, with 83% of surveys being completed by golfing category members, which shows the data being received is from those using the Club the most.

This year our survey delivered a record high of 85% satisfaction and we thank members for comments received and those suggesting areas of improvement. These are a vital part of the overall process and are analysed and where possible, in the overall strategy, implemented.

In this regard, your management team also continues to improve and uphold compliance and training standards, namely in audit requirements, training, first aid and occupational health and safety.

We have again achieved a 5-star rating in health and safety for the second consecutive year. The past year has certainly been one of further accomplishments.

Following the successful East Course renovation in 2017, the course has received significant praise and claimed three international awards and it was this platform that allowed the club to bid for a Presidents Cup event and in our qualifying as one final bidders for 2023.

The PGA Tour acknowledged that “we have it all” and while Royal Johannesburg & Kensington and South Africa would be an ideal venue, the economic state of our country has stopped progress as a host venue in the immediate future. However, due to our strong proposal for 2023, the club will be included as a final bidder to host the Presidents Cup for 2027.

During its 128 years of existence, Royal has always played an important role in the development of golf, setting a benchmark in its facilities, hosting services, golf courses, membership options and as an industry leader.

To continue this legacy we therefore actively pursued the most prestigious amateur events our country has to offer, not only in the role as the host venue, but also to create a new and commercialised tournament structure. The result is the South African Amateur

Championship undergoing a ground-breaking revamp that will see the men’s and women’s championships being played simultaneously in the middle of February 2020.

This will mark the first time in the event’s history, which dates back to 1892 that both the men’s and women’s SA Amateur Championships will be played at the same time, at the same venue. Women’s Golf South Africa, President Sally Greasley applauded the announcement: *“We welcome the decision to combine the men’s and women’s SA Amateur Championships at Royal Johannesburg and Kensington for three years, starting in 2020.”*

Past SA Amateur Championships and winners at Royal Johannesburg & Kensington Golf Club: 1946 – J Boyd (SA Amateur), 1957 – M Masters (SA Amateur), 1959 – A Walker (SA Amateur), 1965 – M Palliser (SA Amateur), 1967 – D Kemp (SA Amateur), 1972 – J Nellmapius (SA Amateur), 1980 – E Groenewald (SA Amateur), 1981 – ML de Lorenzi (SA Women’s Amateur), 1987 – C Louw (SA Women’s Amateur), 1991 – D Botes (SA Amateur), 1991 – G Tebbutt (SA Women’s Amateur), 2008 – B Loucks WAL (SA Women’s Amateur).

The launch of Travel & Activity has been another pace setter for the club and the first of its kind in South Africa, offering members significant subscription value. A In-house travel solution, from business and leisure to signature sport events throughout the world. Whether you need accommodation or flights for leisure or business, we have it all. ‘Our Signature Trips’ offer a once in a lifetime experience, from the Tour de France to Augusta National’s Magnolia Lane. Additionally we partnered with the largest tour operator in the country, Tourvest, to use their travel software and include even more packages. The online system gives you access to over 7000 different options around the world.

Activities are built to create unique experiences, packages and utilisation of our



facility beyond golf and functions. We have launched several ongoing experiences when the courses and function rooms aren't in use, including adventure night runs, on course yoga, pilates, art classes and much more...

The Club's auditors continue to show satisfaction with our practices, governance and standard operating procedures throughout all of our operational areas. While an operating loss is not ideal, management have again delivered better results for the 2018/19 period.

It will be important to remember that part of our long-term plan was for the operating losses be subsidised when required, and members to be advised of the necessity, to better balance the utilisation of the club and the requirements necessary to upgrade its offering. Members were insistent for management to maintain the current high standards and a quality offering without passing the burden on into subscriptions and then at a later stage allow the annuity income balance the books.

It is therefore encouraging to report that operating losses have been decreased year on year over the past five years, with capital replacements being kept up to date.

I am pleased to confirm, that throughout the year your Board and management have fully complied in terms of the requirements of the constitution, human resources, health and safety, first aid and the liquor trading laws.

Good governance along with all our other legal requirements and policies, remain fully compliant and above the required standards.

A stable staff team is essential and it is very good to report that staff turnover has also remained low, with the senior management team unchanged for five years.

The various teams remain committed to providing attention to detail, improved service and a hospitality experience that's enjoyed by every member and guest. We fully appreciate the expectations of our members and we constantly fine-tune without compromise in order to deliver a best of breed service in keeping with the club's traditions of excellence and as a market leader.

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 by the Board and management in isolation and requires a collective effort if we wish to keep improving the club and its offering. In this effort, all of the Club's members are requested to 'live the Royal brand', endorse the plans and participate at every level within what is our great "family culture".

In closing, we cannot escape the environment in which we operate, including a weak economy, volatile Rand exchange rate

and flat markets. It is envisaged that local conditions and the golf industry will remain challenging at least in the near term (twelve months), but despite these conditions, we shall continue to focus on developing our annuity income.

This endeavour will continue to be the major focus for the Club going forward in terms of its goals of creating long-term sustainability and a services and membership offering that continues to develop and improve.

This story of the effort involved and the achievements is but a summary and it would be impossible to name everyone who has contributed time or money, loyalty and co-operation to pursue the goal of enhancing the prestige of this wonderful club. Present members and those of the future have a rich heritage indeed.

I hope that my report this year does not only pay tribute to those who have delivered the recent achievements of the Club, but also acknowledges all those who have come before. It is this collective effort, both in the present day and over the years that has so effectively helped to establish the great camaraderie, good sportsmanship and sense of family that has become the hallmark of Royal Johannesburg & Kensington Golf Club.

On behalf of the management team, I would like to 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, executing the remainder of our long-term plan in parallel with high-end hospitality standards. None of this would be possible without our incredible teams 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 and supporting management with the overall delivery, vision, strategy and good governance of our club.

**Christopher Bentley**  
Chief Executive Officer



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# NOTICE OF THE 128<sup>TH</sup> ANNUAL GENERAL MEETING

Notice is hereby given that the Hundred & Twenty Eighth Annual General Meeting of the members of Royal Johannesburg & Kensington Golf Club will be held in the clubhouse on Wednesday 18 September 2019 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 quorum is in place (20 members eligible to vote).
3. To receive and record apologies. *(Members are requested to submit apologies in writing to membership@royaljk.co.za)*
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 127th Annual General Meeting. *(The minutes of the 127th AGM are available on the Club's website www.royaljk.co.za).*
7. To receive the following annual reports/ presentations:
  - The CEO – Mr. Christopher Bentley
  - The Treasurer – Mr. Francois Schindehutte
  - The Capital Fund – Mr. Greg Sansom
  - 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 ending 30 June 2019.

9. To appoint the auditors for the new financial year (HLB).
10. To elect the Board for the ensuing year. *(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).*
11. To appoint the Capital Fund Committee for the ensuing year. *(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/ratify the refund of operating losses for the 2018/19 financial year.
13. To consider any other business concerning the affairs of the club, with the approval of the Chairman.

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 and is available on the Club's website and notice boards. Should you wish to receive information electronically, please ensure the Club has your current and/or correct e-mail address.

We request all members to please arrive and register for the meeting by no later than 17h45. We urge all members of the Club to please attend the meeting and should you have any questions, please don't hesitate to contact us.

By order of the Board,

**Christopher J Bentley**  
Chief Executive Officer



**Categories of Members entitled to vote**

**Platinum Members**

- Life Members
- Honorary Life Members
- Honorary Members
- Rebated Senior Members

**Gold Category of Membership**

- Ordinary Members
- 6-Day Members
- 5 Day Members
- 5 Day AM Members
- Senior Interim Members
- Interim Members
- Corporate Members (Ordinary)

*Non-voting members are encouraged to please attend the meeting*



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Flexible Retirement Options



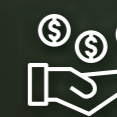
Partnership Assurance



Flexible Investment Options



Wills & Estate Planning



Employee Benefits



Personal Financial Planning



Offshore Investment Options



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## THE TREASURER'S REPORT



The recent update on the five-year plan circulated to members made for exiting and encouraging reading and in particular the prospects of restoring the club to a sustainable financial platform.

The management team of the club however deserves credit for delivering a sound financial result for the year ended 30 June 2019. This has to be considered in an environment where the economic climate and political uncertainty delivers treacherous conditions for any business or sporting club to prosper.

Total golf income for the year increased by 7.4% and was primarily driven by increased membership and a substantial increase in other income of which income from cart hire

made the largest growth contribution. Income from rounds played are impacted by various factors and whilst the increase in rounds are encouraging, it was largely assisted by the fact the prior year had a period of 204 days during which the East course was closed for the upgrade.

The table below further analyses the revenue dynamics for the year under review.

Rounds played increased by 13.2% whilst the average playing fee per round declined by 2.1% on a like for like basis. This is due to playing fees being significantly influenced by the mix of rounds sold to members on playing tickets versus pay as you go member rounds, visitor rounds and corporate rounds.

Subscription fees increased by 2.6% and was driven by an inflation adjustment, an overall increase in membership measured at the respective financial year-ends, as well as the mix of the membership profile. There is no doubt that the very challenging economic times makes it difficult to grow membership. At the risk of being repetitive, the delivery of the five-year plan will be the best form of attack to reverse the trend of reducing memberships being experienced by all golf clubs.

Expenses were well contained and increased by 4.8% and 1.1% respectively over the last two reporting periods.

All of the above resulted in a net operating loss before depreciation and tax (also referred to a "loss from golfing operations") being limited to R609,121 and reflects an improvement from the prior year loss of R900,000 or 34%. It is however important to highlight to the members that the results for the year under review was supported by once-off type credits that were legitimately due to the club but will obviously not be repetitive. These were primarily related to disputes with the City of Johannesburg around the accuracy of utility charges as well the appropriate rates tariff for the land.

Abnormal expenses mainly stemming from delaying the West course upgrade but within the overall five-year plan budget has been reflected separate from the results of golfing operations.

The value of the Liberty Collective Investment scheme portfolio stood at R29.5 million as at 30 June 2019 compared to R29.1 million as the same date last year. This increase represents growth of 1.3%.

Cash balances at year end were R3.2 million and is lower than the prior year as the balances in the prior year included the receipt of a R9 million deposit from the developer.

Long term liabilities include the Standard Bank medium term loan facility which had a balance of R21.1 million as at 30 June 2019 compared to R21.4 million (including the short-term portion) at 30 June 2018.

In summary, the financial position of the club remains stable and is in line with the five-year plan.

Finally, the continued support from the members is greatly appreciated and we look forward to many successful years as members of the wonderful Royal Johannesburg and Kensington Golf Club.

*Francois Schindehutte*  
Treasurer

|   | Actual 12 months Jun-19 | Actual 18 months Jun-18 | % change | Actual 12 months Jun-17 | % change | Actual 12 months Jun-16 |
|---|-------------------------|-------------------------|----------|-------------------------|----------|-------------------------|
| <b>Revenue from playing fees</b>          |                         |                         |          |                         |          |                         |
| Number of rounds                          | 65,212                  | 57,611                  |          | 69,390                  |          | 101,114                 |
| Monthly average number of rounds          | 5,434                   | 4,801                   | 13.2%    | 5,783                   | -17.0%   | 5,617                   |
| Playing fees in Rand                      | 11,841,915              | 10,684,455              | 10.8%    | 11,618,053              | -8.0%    | 16,750,444              |
| Average fees per round                    | 181.59                  | 185.46                  | -2.1%    | 167.43                  | 10.8%    | 165.66                  |
| <b>Subscription revenue</b>               |                         |                         |          |                         |          |                         |
| Subscription fees in Rand                 | 9,438,665               | 9,200,617               |          | 8,324,055               |          | 13,262,014              |
| Subscription fees in Rand monthly average | 786,555                 | 766,718                 | 2.6%     | 693,671                 | 10.5%    | 736,779                 |

Note – The actual playing fees for 2018 was reduced by the contribution received in respect of the closure costs for purposes of this analysis

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# FINANCIALS

## ABRIDGED BALANCE SHEET AT 30 JUNE 2019

|                                     | 12 Months Ending 30<br>June 2019<br>Audited | 12 Months Ending 30<br>June 2018<br>Audited |
|-------------------------------------|---|---|
|                                     | R'm   | R'm   |
| <b>ASSETS</b>                       |   |   |
| Leasehold improvements              | 15,6  | 16,5  |
| Investments                         | 29,5  | 29,1  |
| <b>Non-current assets</b>           | <b>45,1</b>                                 | <b>45,6</b>                                 |
| Trade and other receivables         | 2,5   | 3,9   |
| Cash and cash equivalents           | 3,2   | 9,5   |
| <b>Current assets</b>               | <b>5,7</b>                                  | <b>13,4</b>                                 |
| <b>Total assets</b>                 | <b>50,8</b>                                 | <b>59,0</b>                                 |
| <b>EQUITY AND LIABILITIES</b>       |   |   |
| <b>Capital and reserves</b>         |   |   |
| CFC Reserve                         | 21,0  | 20,5  |
| Accumulated deficit                 | (12,3)                                      | (9,2)                                       |
|                                     | <b>8,7</b>                                  | <b>11,3</b>                                 |
| <b>LIABILITIES</b>                  |   |   |
| <b>Non-current liabilities</b>      |   |   |
| Loan from related party             | 0,7   | 0,7   |
| Long term liabilities               | 21,1  | 20,8  |
|                                     | <b>21,8</b>                                 | <b>21,5</b>                                 |
| <b>Current liabilities</b>          |   |   |
| Current portion of LTL              | -   | 0,6   |
| South African Revenue Services      | 1,3   | 1,7   |
| Trade and other payables            | 19,0  | 23,9  |
|                                     | 20,3  | 26,2  |
| <b>Total Liabilities</b>            | <b>42,1</b>                                 | <b>47,7</b>                                 |
| <b>TOTAL EQUITY AND LIABILITIES</b> | <b>50,8</b>                                 | <b>59,0</b>                                 |

## ABRIDGED INCOME AND EXPENDITURE ACCOUNT AT 30 JUNE 2019

|  | 12 Months Ending 30<br>June 2019<br>Audited | 12 Months Ending 30<br>June 2018<br>Audited |
|--|---|---|
|  | R'm   | R'm   |
| Playing Fees                                       | 11,9  | 12,2  |
| Subscription Income                                | 9,4   | 9,2   |
| Other Income                                       | 5,7   | 3,8   |
| <b>Total Golf Income</b>                           | <b>27,0</b>                                 | <b>25,2</b>                                 |
| Total Golf Expenditure                             | (29,5)                                      | (28,2)                                      |
| Total Food and Beverage and Hospitality Net Income | 2,1   | 1,9   |
| <b>Net Operating Loss before Interest</b>          | <b>(0,4)</b>                                | <b>(1,1)</b>                                |
| Interest Received                                  | 1,9   | 1,7   |
| Finance charges                                    | (2,1)                                       | (1,5)                                       |
| <b>Net Operating Loss from Golf</b>                | <b>(0,6)</b>                                | <b>(0,9)</b>                                |
| Operating Loss Subsidy                             | -   | 1,4   |
| Capital Equipment Subsidy                          | -   | 1,9   |
| Capital Expenditure                                | (0,5)                                       | (2,6)                                       |
| 5 Year Project Expenditure                         | (1,1)                                       | (0,3)                                       |
| Leasehold depreciation                             | (0,8)                                       | (0,4)                                       |
| <b>Capital Account Surplus / (Deficit)</b>         | <b>(2,4)</b>                                | <b>-</b>                                    |
| <b>Net Deficit</b>                                 | <b>(3,0)</b>                                | <b>(0,9)</b>                                |
| <b>Rounds</b>                                      | <b>65 212</b>                               | <b>57 611</b>                               |



# OUR LONG TERM PLAN



I am pleased to present the project team's annual report for the 5 year plan and long-term success of our wonderful Club. I encourage members to visit the project teams' updates provided throughout the year which can be found on the Clubs' website.

We live in times of great change, and our Club is not standing still. The difficult decisions taken by the members in 2016 is proving to be a good approval. The hard work and commitment from our members and teams is evident in the progress made against our long-term plan. Amid the economic uncertainty, poor markets and the political climate but we continue with the plans to deliver the agreed vision for the Club's long term sustainability.

The rollout of our plan and vision remains on track, as approved by the members in 2016, for completion in 2021/22. Our Club is once again leading the way by modernising and delivering a more innovative business model around golf, which will not only be of great financial value, but will also deliver greater relevance to the modern and future customer. Despite serious Council inefficiencies, frustrations and delays, the West Course will be refurbished next year. These refurbishments were delayed with member support to align the cash flow more pragmatically. The developers have placed R20m into the development to date.

They will invest a further R20m in services for phase one over the next year, plus R15m on the family and fitness elements and other building upgrades. which includes the building of the retirement and residential developments. Our developers have paid the Club the upfront deposits of R10m and have obtained the necessary Council approvals to rezone the phase one property tranches for development (Sandringham & Sydenham). The Sandringham tranche (6/7/12 East) has been approved and residential/apartment units will be built. The alien trees in the area, that should have been cleared years ago in terms of the law, have been successfully removed and the building levels are being established. This together with the necessary services invested. The development will be built and sold in 2020 as originally planned.

The Sydenham tranche (behind the 12th west green) has similarly been approved and will be developed into a fully-fledged retirement complex on the same timelines as the Sandringham development. The staff houses will be demolished in early 2020 and all environmental, health and safety requirements will be met.



The Linksfield development (6th West), has experienced numerous delays due to an unknown servitude, an unknown bond, unknown lease and flood line issues. The servitude, lease and bond matters have been overcome and the flood line and water usage issues will, we believe, be resolved shortly. The services and building will then take place in 2021, as originally envisaged.

The critical annuity income from the residents and tenants of R4m pa escalating from 2021 will substantially fund the capital expenditure replacements in future as a key for the long-term sustainability of the Club.

The establishment of the kids club, family and fitness centre, the wrap-around deck of the Clubhouse including the new halfway house, will be completed in phases early next year.

The West course will be refurbished next year starting 1 July and will take six months as with the successful East course renovation. This will include the new 6th hole which requires redesigns of the 2nd and 3rd holes. The concept of the West being member



friendly will be retained to complement the Championship East course.

In terms of the funding for the West course, contracts are in place with the contractors and should be executed within the budget as was achieved with the East course. The funding will be provided by the capital fund which will mature in June 2020 as planned. The West course clearly requires refurbishment with a design upgrade, new bunkers and new greens - which has been on display to the membership for the past 2 years. We will then have 2 superb courses with the latest designs, new bunkers and greens and for the next decade will align with the premium image of our Club that we are all so proud of.

The current PGA office complex, the cart barn and the caddy facility will also be refurbished in 2020 dependent on the costings of the preceding activities. The developers will fund these developments once agreed. It is envisaged that our St Andrews Boardroom will become the developers sales office for the next couple of years. The developers, the project team



and the Board are very cognizant of the poor state of the economy, the lack of investment confidence, the political uncertainty and the poor international perceptions of our country. We still believe however, that the 5-year plan for the sustainability is non-negotiable, irreversible and achievable.

We are firmly of the view that Royal has to complement the offering with family and fitness facilities and generate, non-golf, annuity income to co-fund the Club into the future. Furthermore, we are confident that the developments will be in high demand and will be well priced for the market to be successfully sold and occupied. Our developers are confidently working on the marketing plans and rollout for the members presentation. The plan is to hold a member evening later in the year to afford the members a pre-launch on the Sandringham residential development and the Sydenham retirement complex.



In closing, I would like to extend my sincere thanks to the membership for your continued support and trust on our road to sustainability and enhancement. Special thanks to my fellow project team members, Craig Millar, Mavela Dlamini and Dino de Abru, for their time, knowledge, expertise and good governance and to our CEO, Chris Bentley and our Chairman, Alan Field, my sincere thanks and appreciation for your support.

*Gordon Odgers*



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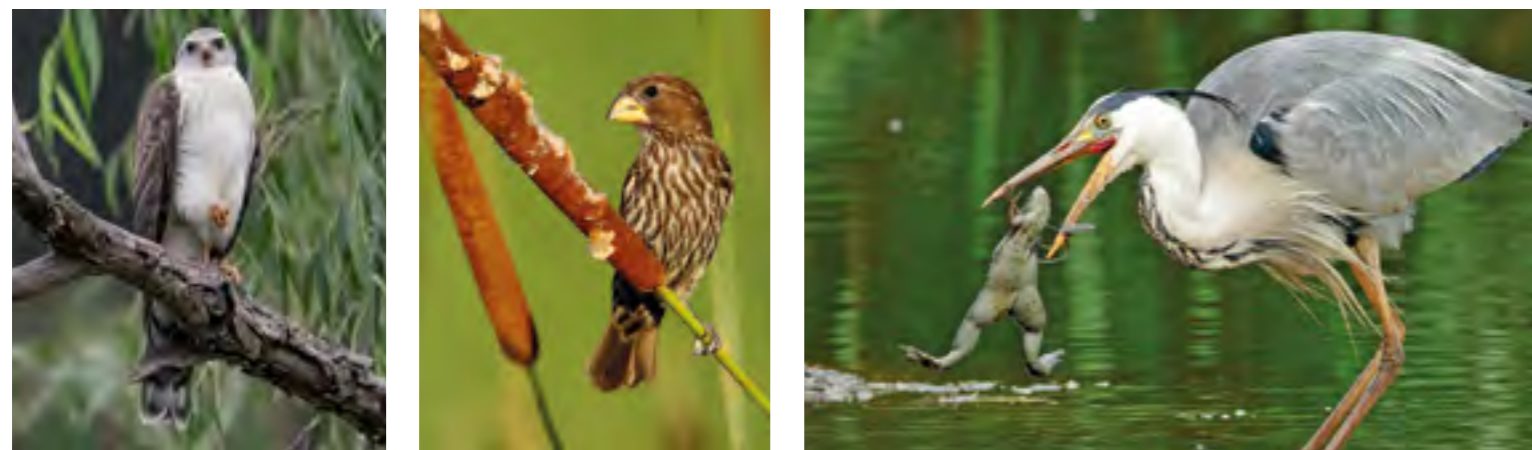
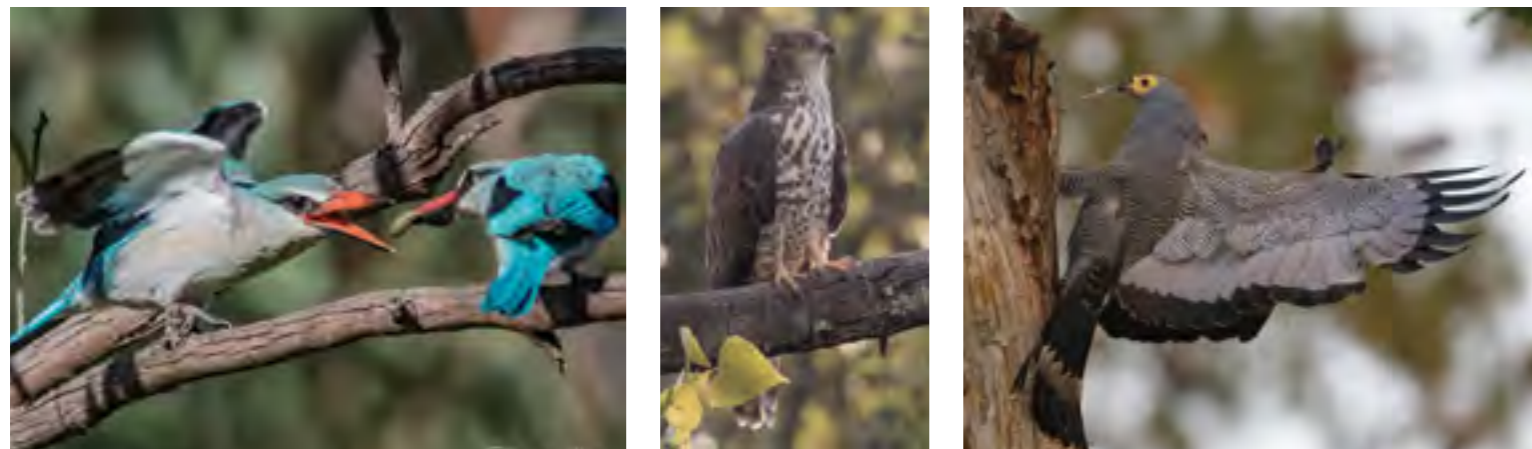
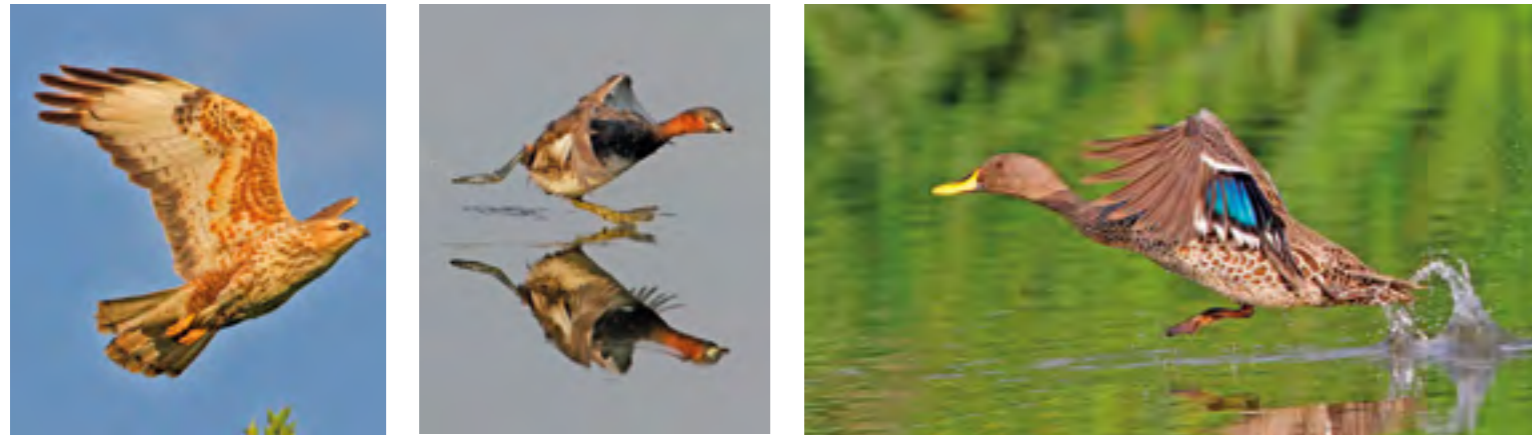
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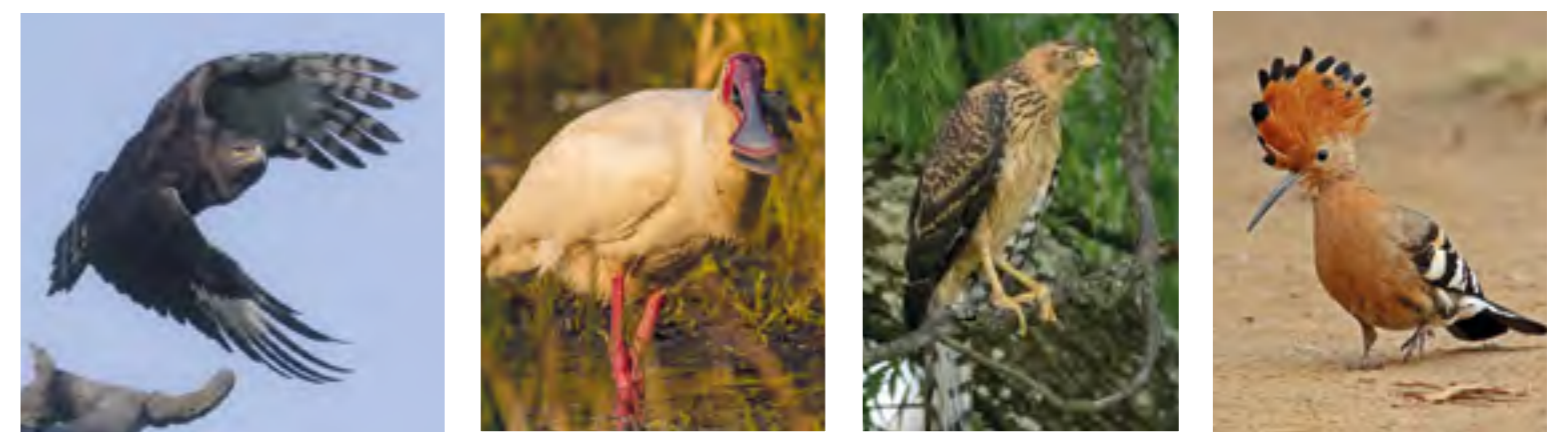
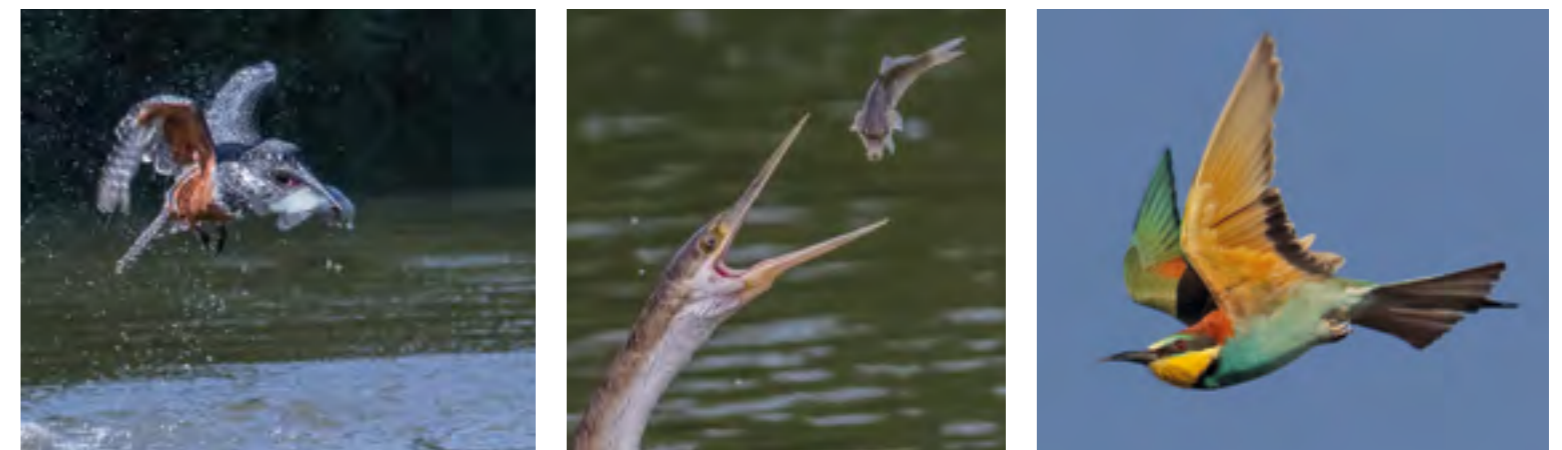
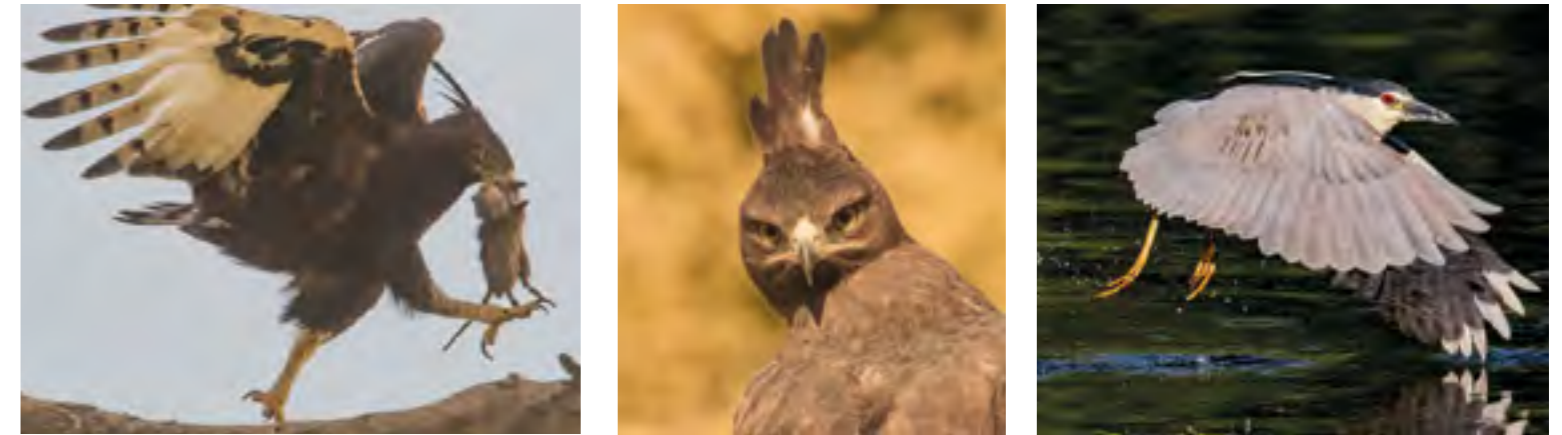
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# FEATHERED FRIENDS



Photography by Trevor Barnett





## FROM THE CLUB CAPTAIN



The 2018 / 2019 year has been an eye opener for RJK in a positive way. As a club, we have united very well to push through a tough economic time and have achieved our goal of being the best Club in the country with, in Royal East, our also having been recognised at the World Golf Awards as having the best golf course in Africa!

A huge individual 'thank you' must be given to every member for their part in helping to ensure this journey of success at Royal continues to move forward and we all see the club grow from year to year.

The year has also seen us venture into areas that no other club has been to before. This is an example of how we continuously do our best to break boundaries and be different to every other club, both nationally and internationally. The implementation of our new software system and personalised member travel service is more evidence as to our intent on keeping both up with and ahead of the times in this fast moving, turbulent and economically challenging world!

As always, I must make special mention of the RJK management team and staff.

At RJK, we are a team focusing hard on achieving only the best and providing our members and their visitors with - 'The Royal Experience'.

Our aim is for every member and guest to receive this special treatment from the moment they arrive and are saluted by the security officer at the front gate, to the welcoming staff at bag drop, the smiling staff at reception, the professional starter and course marshals and finally to the clubhouse's waiters, bar tenders and kitchen staff.

A huge thank you must also be extended to those largely unseen 'behind the scenes' staff, who are the backbone of and so integral to RJK's operation! Sincere thanks must also be given to our amazing CEO Chris Bentley and his wonderful management team. The members truly do appreciate everything that you do Chris to help keep RJK the best club in the country.

Another important aspect of the success of RJK lies in the hands of our Pro Shop professional, Greg Jacobs, the head professional and course manager. We are extremely blessed to have such incredible perfectionists who are so passionate about what they do. A big thank you thank you to Greg Jacobs and his staff, Shaun Brits and his incredible team from us, as the members, and both the golf courses!

What's to come this year? Most importantly we look forward to summer golf, the renovations to the West Course, the continuation of the very best in member service and the opportunity to play on world class award winning championship golf courses every time we come to our club.

We are blessed at RJK and may it continue through 2019 and 2020.

### League results

#### Better Ball League:

Better Ball East : Finished Tied 5th (stay in Premier Division )  
Better Ball West : Finished 9th

#### Mid Am League:

A Side : Finished 4th (stay in Premier Division)  
B Side : Finished 5th

#### Scratch League:

1st side: Won the Premier League (1st time In 10 years )  
2nd Side : Finished 3rd Place

#### Senior Better Ball League:

A side : Finished 4th  
B Side : Won the League

#### Junior League:

A Side : Finished tied 9th

#### General Comps:

**Master Par 3 Challenge :**  
John ( Chopper ) Fell

#### Summer Club Champs:

A Division – Kian Rose  
B Division – Alan Field  
C Division – John Crawley  
D Division – Kavasha Naidoo

#### The Open night Quiz:

Kyle Peyper, Teran Peyper

#### 2018 Singles Knockout Champion:

Charlie Teixeira

#### 2018: Greensomes Knockout Champions:

Neil Urmson & Michael Wardle

#### 2018 Better Ball Knockout Champions:

Mtunzi Gwama & Xolisa Mvinjelwa

#### 2018 Presidents Cup Champion:

Ryan Lane (78 points )

#### The 5 Royals Champions:

Royal JHB & Kensington Golf Club

#### The Golden Putter Champions:

Royal JHB & Kensington Golf Club

#### The Royal Ryder Cup:

Europe (The Golf Department)

*"Golf is so popular simply because it's the greatest game in the world!"*

**Marc Kourie**  
*Club Captain*

# "THANK YOU FOR YOUR SUPPORT"

*Greg Jacobs*





## LADIES GOLF



competition and are regular winners, which is always encouraging to see from a female perspective!

I should like to thank both Joan and Liza for all that they do for their respective 'schools' and the enthusiasm and great organisational skills that they present – it truly has been a great pleasure to work with you both over the past year.

Although none of the three league teams reached the play offs in the 2018 season, our club was host to both the semi-finals and the finals of the Silver and Bronze weekday handicap league matches. Royal pulled out all the stops and the LGG went on to say that the play off facilities that Royal produced, were the best that they had ever had. Just another proud moment of being a member of such a great club!

To be a member of such a prestigious golf club is a privilege, but to be the Lady Captain of such an extraordinary golf club is an honour. Serving Royal Johannesburg and Kensington Golf Club as the 2018/2019 Lady Captain has been a memorable one for me, for all the right reasons.

We have a very active ladies section at Royal with organised golf being played on Tuesdays, Thursdays and Saturdays. I arrange and oversee all the Tuesday ladies activities and on average, between thirty to forty ladies play their golf on a Tuesday morning. Once a month we have a ladies open day when we host visitors from other clubs for golf and a light lunch and our fields on such a day average between seventy to eighty players.

Joan Neville is in charge of our enthusiastic 'Thursday Girls' and their numbers range from six to twelve players each Thursday morning - this group of ladies thoroughly enjoy their social round of golf every week and are a joy to play with.

Liza van Wyk oversees the BG's who are all full members of the club and play their golf on a Saturday morning. The number of ladies playing in the BG's 'school' on a Saturday averages between sixteen to twenty four players – these ladies participate in the club's



The 2019 season has to date, been a successful one and this year we were delighted to be able to enter two silver weekday handicap teams, one bronze weekday handicap team and one Sunday handicap team in the LGG league.

All the teams have produced wonderful results and at the time of writing this report, the Silver 1 team and the Bronze team both have a realistic chance of winning their respective divisions this year.

Sandra van den Bergh (Sunday team), Ina Sanders (Silver 1 team), Sheree Lloyd (Silver 2 team) and Audrey Shaw (Bronze team), have proved to be the most dedicated and efficient league captains a golf club could ever hope to have and I thank them for their leadership this year – it has been inspiring.

I should also like to take the opportunity to thank every lady who has played league for our Royal over the past year. Thank you for your commitment and the way in which you have represented our club with pride and enthusiasm. Opposing teams love to play their matches at Royal, and after every one of our home games we are complemented for the hospitality and generosity that we afford our visitors. The ladies section would also like to offer a big 'thank you' to our operations and hospitality departments who always ensure that we and our guests receive a five star experience.

The Tuesday ladies and the BG's play for various trophies throughout the year – a full list of the trophies and the winners can be found in this booklet. It is so encouraging to see the good turnout on trophy days with several of our trophies dating back to the 1920's!!

The 2019 Club Championships played in March, was a resounding success. I was delighted that our field had doubled in size from the 2018 Club Championships and I do believe that our Bronze players playing 36 holes of individual stableford points, makes it more attractive for the higher handicapped players. Thank you to every one of you who



participated for your enthusiasm over both days, and sincere congratulations to our 2019 Ladies Club Champion, Eleonora Galletti, who won the title for the fifth time!!! Eleonora continues to fly the flag high for Royal as she was selected to represent Gauteng B in the 72 holes team championships held in April.

Although most of our ladies are reluctant to play in the LGG fixtures through the year, for various reasons, our Club is always well represented in the various ladies open days held at other golf clubs.

A large number of our lady members travel down to Southbroom in May for the annual Southbroom Ladies Classic. The competition is 54 holes of better ball stableford points and although Royal did not produce the winners this year, several of our ladies were in the prizes over the three days.

The Ryder Cup and CCJ Putter matches that are played against CCJ each year are very well supported by our mixed couples, and great camaraderie and enjoyment is had by all the participants. The 'CCJ Putter' was held at CCJ in September 2018 and sadly, Royal was beaten in this better-ball aggregate teams' competition.

However, there was sweet revenge when our Ryder Cup team took on the CCJ players in February 2019, again at CCJ, and the Royal team were victorious. Royal will be hosting the '2019 CCJ Putter' competition on the 15th September, so we sincerely hope that we will be able to pull off a victory on home



ground! Thank you to all our mixed couples who play in these days, year in and year out – your support is highly valued.

Our membership numbers remain stable and I am pleased to report that all our resignations have been replaced with new members over the past year. This year it has been interesting to note that 96% of the resignations of the lady members were due to either immigration or relocation. Although we are always sad to lose members, these ladies have assured us that they will be back to visit whenever they are in Johannesburg. We have been very lucky to attract several new members to the Club and most are already very active in the Club's activities. We hope that their years of membership at Royal will be happy and memorable ones.

The 'Charities of Choice' for Royal Johannesburg and Kensington Golf Club are Logwood Village, Cupcakes of Hope and Els for Autism. On a smaller scale, this past

year has seen the Royal ladies supporting the Baby Box Project, the Door of Hope, the Edenhaven home for the aged and the child victims of the Mozambique cyclone. The Royal ladies always dig deep in their pockets when asked to do so and I thank them all for making a difference in the lives of those less fortunate than ourselves.

Most of our ladies are glued to the TV screen on weekends, watching Ashleigh Simon play magnificent golf. I don't believe that Royal Johannesburg and Kensington Golf Club could have a better ambassador for the sport than we do in Ashleigh – what an inspiration and fine role model she is to our young female golfers. Ashleigh's fifth place finish in the 2019 Ladies British Open was so exciting and we are now even more convinced that a win on the LPGA circuit, is just around the corner. The members of Royal Johannesburg and Kensington Golf Club, and in particular the ladies, are so proud of Ashleigh's achievements!

We look forward to the start of the revamp of the West Course and the renovations that will begin in July 2020. On completion, we will be proud members of a Club that boasts having not one but two exceptional world class golf courses and state of the art facilities for all the members.

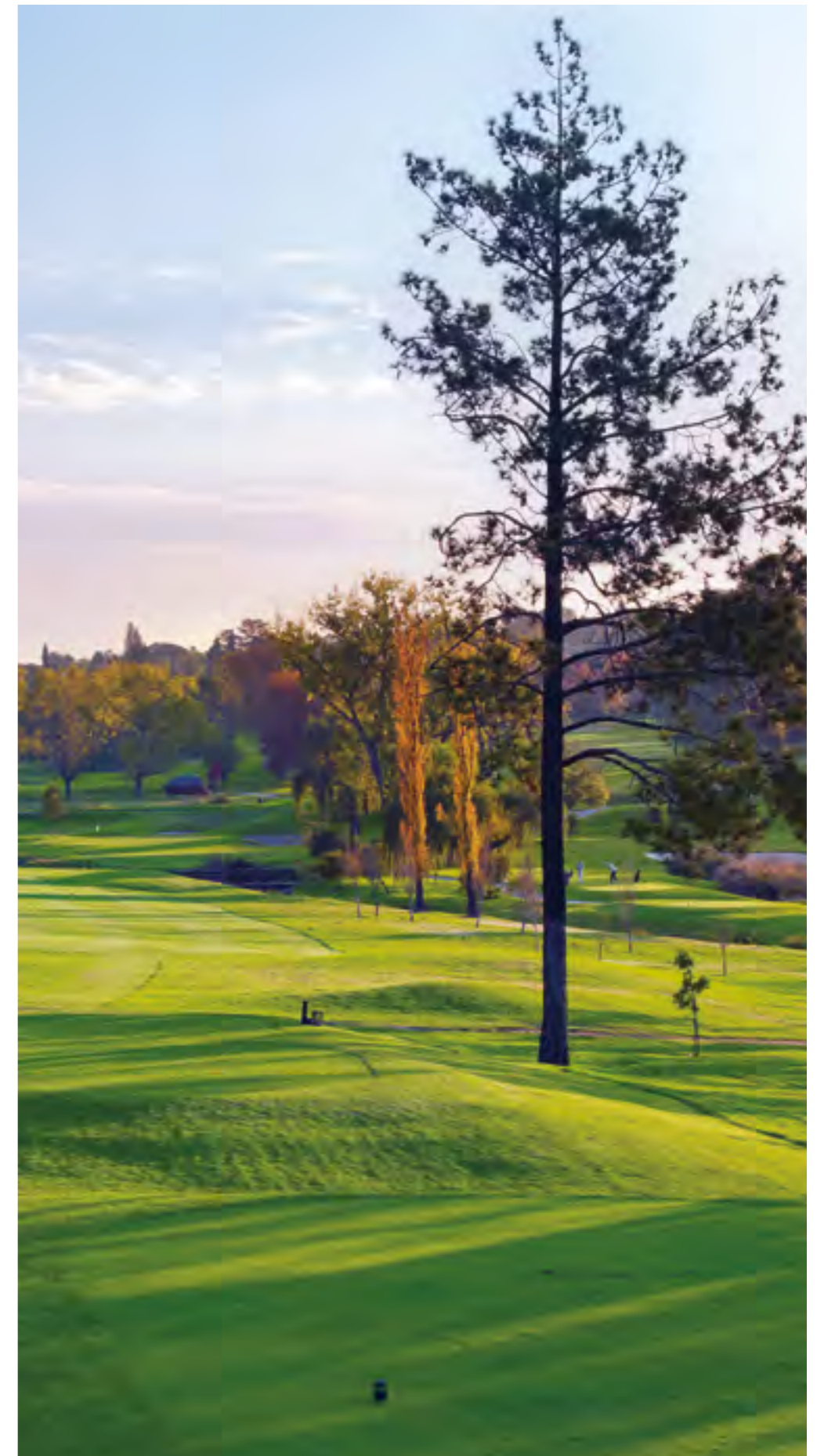
One doesn't stumble upon success and greatness and there are so many individuals that should be acknowledged for the vision and leadership that has made Royal Johannesburg and Kensington Golf Club arguably the best Club in the country. On behalf of all the lady members, I would like to thank the following for making our Club the unique place that it is:

- Chris Bentley
- Alan Field and fellow Board members
- Jayde Rademeyer
- Wikus Botes
- The golf operations gents
- Candice Humphrey
- Shaun Brits, Jerry Steyn and the course management team
- Charlotte de Jong and the financial team
- Hennie Bredenhann and the maintenance team
- The housekeeping team who always ensure our locker rooms are spotless
- Erik Brakhoven and the waiters and waitresses
- Chef John and his kitchen team at halfway house and in the clubhouse
- Jenene Bernhardt and the hospitality team
- Chervon Werth
- Greg Jacobs and his team in the Pro Shop
- Martin Briede, Gavan Levenson and the teaching staff at the Range
- Casper Mpofo
- Cindy Ungerer
- Marcelle Fourie

In closing, I thank you, the members, for affording me the privilege of serving as your Lady Captain for the 2018/2019 year. I also thank you for your support, your friendship and your encouragement – it has indeed been a great honour.

With best wishes

**Wendy Huddy**  
**Lady Captain and Ladies Golf Manager**





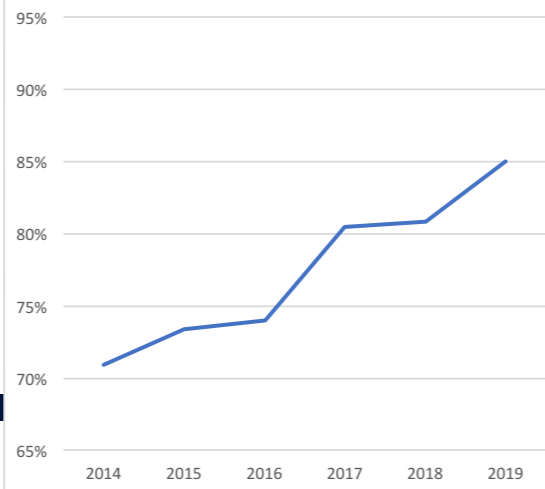


# STATISTICS

| ANNUAL MEMBER SURVEY                      |      |      |      |      |      |      |
|---|------|------|------|------|------|------|
|   | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| <b>SURVEY'S COMPLETED</b>                 | 140  | 120  | 300  | 321  | 260  | 236  |
| Performance of the CEO                    | 74,9 | 77,5 | 76   | 91,2 | 86,8 | 90,6 |
| Service & Performance of Management       | 75,0 | 76,1 | 78,5 | 89,4 | 87,2 | 89,1 |
| Communication of the Club                 | 77,7 | 75,9 | 77   | 82,8 | 87,2 | 87,6 |
| Conditions & Presentation of the Course's | 79,0 | 83   | 78,5 | 82,4 | 90,4 | 90,7 |
| Greg Jacobs Golf Shop                     | 76,0 | 78,6 | 82   | 81,6 | 85,8 | 85,6 |
| Performance of the Board                  | 67,9 | 70,1 | 71,2 | 83,2 | 82,4 | 86,6 |
| Transparency of the Club                  | 70,5 | 70,3 | 70,6 | 80   | 81,2 | 84,9 |
| Overall Value for money                   | 54,9 | 68,5 | 70   | 75   | 76   | 81,4 |
| Overall Golf and Hospitality Experience   | 77,0 | 77,3 | 78,4 | 81,6 | 85,8 | 87,6 |
| Food & Beverage                           | 56,4 | 56,3 | 61,6 | 68,2 | 68   | 72,2 |
| Rate the Function facilities              |      |      | 70,2 | 77,8 | 78,8 | 82,4 |
| Rate the Driving range                    |      |      | 74,2 | 76,8 | 77   | 83,3 |
| Locker rooms                              |      |      |      | 76,4 | 79,6 | 82,8 |

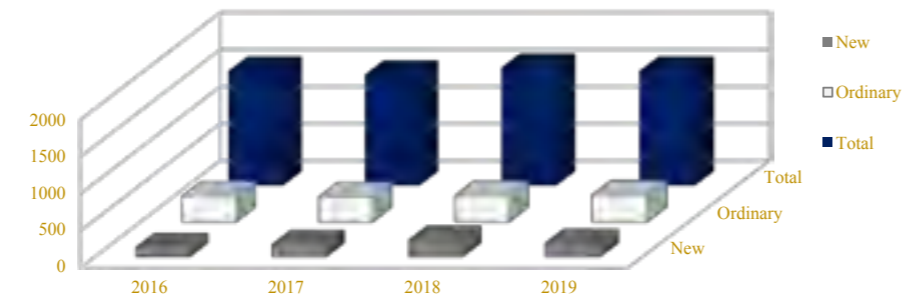
  

| TOTAL WEIGHTED AVERAGE YEAR ON YEAR |       |       |       |       |       |       |
|-------------------------------------|-------|-------|-------|-------|-------|-------|
|                                     | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  |
|                                     | 70,93 | 73,36 | 74,02 | 80,49 | 80,79 | 84,98 |



## Membership

| Year | New | Ordinary | Total |
|------|-----|----------|-------|
| 2016 | 134 | 340      | 1550  |
| 2017 | 177 | 327      | 1501  |
| 2018 | 235 | 348      | 1595  |
| 2019 | 195 | 359      | 1550  |



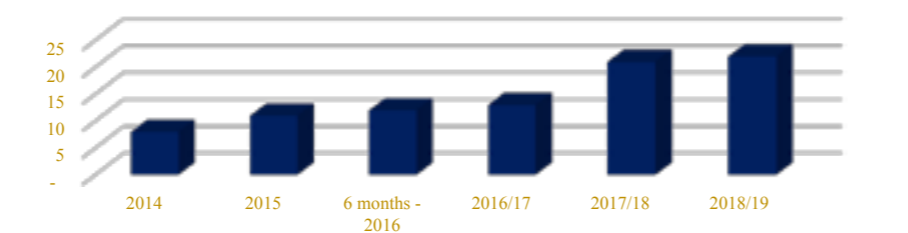
## Rounds

|                 | Visitor Rounds | Member Rounds | Total  |
|-----------------|----------------|---------------|--------|
| 6 months - 2016 | 21 020         | 21 720        | 42 740 |
| 2016/17         | 25 471         | 36 028        | 69 390 |
| 2017/8          | 25 199         | 32 412        | 57 611 |
| 2018/9          | 29 268         | 35 944        | 65 212 |



## Corporate Members

| Year            | As at 31 July |
|-----------------|---------------|
| 2014            | 8             |
| 2015            | 11            |
| 6 months - 2016 | 12            |
| 2016/7          | 13            |
| 2017/8          | 21            |
| 2018/9          | 22            |

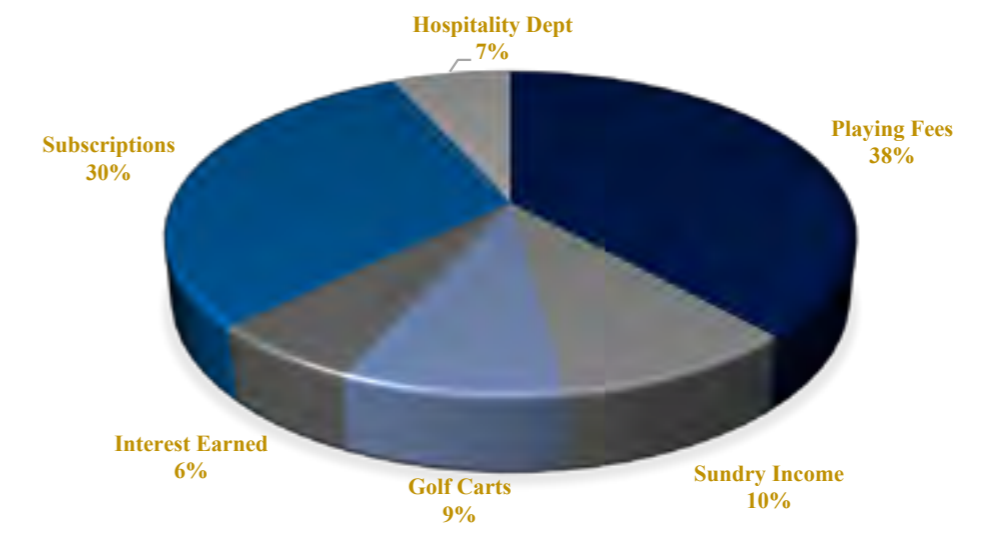


## PROFIT & LOSS COMPARISON

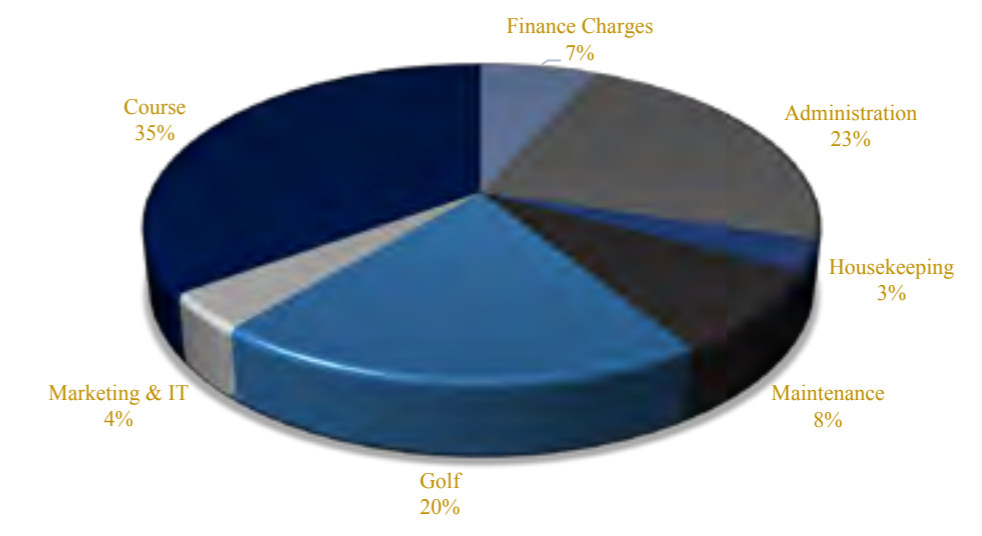
(Note 1: 2015-16 was an 18 month period)  
(Note 2: 2017-18 had 1 course closed for 7 months)



## OPERATIONAL INCOME: JULY 2018 - JUNE 2019



## OPERATIONAL EXPENSES: JULY 2018 - JUNE 2019



# A Year at RJK Golf Club



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| <b>Squire Flint</b><br>082 373 7378<br><a href="mailto:squire@talkingturf.co.za">squire@talkingturf.co.za</a> | <b>Lejeune Saunders</b><br>072 229 1512<br><a href="mailto:sales@talkingturf.co.za">sales@talkingturf.co.za</a>   <a href="mailto:accounts@talkingturf.co.za">accounts@talkingturf.co.za</a> |
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## MARKETING, SALES & TECHNICAL SUPPORT:

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| <b>Sue de Zwart</b><br>082 462 9866<br><a href="mailto:sue@talkingturf.co.za">sue@talkingturf.co.za</a> | <b>Kayla Olivier</b><br>064 752 3934<br><a href="mailto:admin@talkingturf.co.za">admin@talkingturf.co.za</a> | <b>Willem Kok</b><br>073 131 3518<br><a href="mailto:willem@talkingturf.co.za">willem@talkingturf.co.za</a> |
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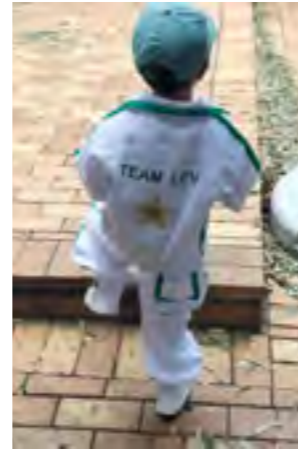
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# EVENTS AND CHAMPIONS

2019 Masters Par 3 Challenge



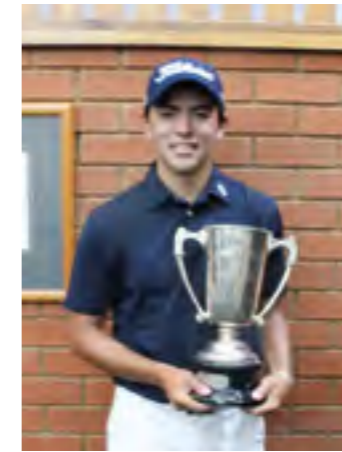
Festival of Golf 2018



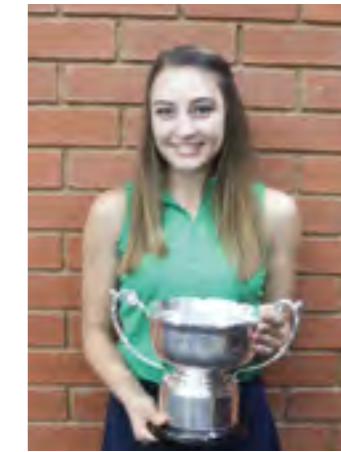
2019 Club Champion  
Kian Rose



2019 Junior Club Champion  
Kian Rose



2019 Ladies Club Champion  
Eleanora Galletti



Ladies Bronze Division Winner  
Carol Rivett



B Division Winner  
Alan Field



C Division Winner  
John Crawley



D Division Winner  
Kevasha Naidoo



Winter Club Championships Winners



Winter Club Championships Winner  
Dylan Keylock



2018 Greensomes Knockout Winners  
Neil Urmson & Michael Wardle



2018 Singles Knockout Champion  
Charles Teixeira



2019 Jean Eustice Trophy Winners  
Sharon McDade & Lynn Yammin



2019 Cupcakes of Hope Ladies Fundraiser





# CLUB MANAGEMENT SENIOR & JUNIOR



*Christopher Bentley  
Chief Executive Officer*



*Jayde Rademeyer  
Club Operations Manager*



*Shaun Brits  
Course Manager*



*Senior Management*



*Candice Humphrey  
Marketing and  
Membership Manager*



*Charlotte de Jong  
Financial Manager*



*Hennie Bredenham  
Infrastructure Director and  
Security Manager*



*Crystal Palframan  
Travel and Activity Manager*



*Erik Brakhoven  
Food and Beverage Director*



*John Bailey  
Executive Head Chef*



*Jenene Bernhardt  
Events Manager*



*Finance Team*



*Golf Operations Team*



Front of House Operations



Course Management



Martin Briede  
Head Teaching Professional



Gavan Levenson  
Teaching Professional



Greg Jacobs  
Head Professional



Wikus Botes  
Director of Golf



Jerry Steyn  
Assistant Course Manager



Wendy Huddy  
Ladies Golf Manager



Cindy Ungerer  
Guest Relations Manager



Marcelle Fourie  
Guest Relations Assistant



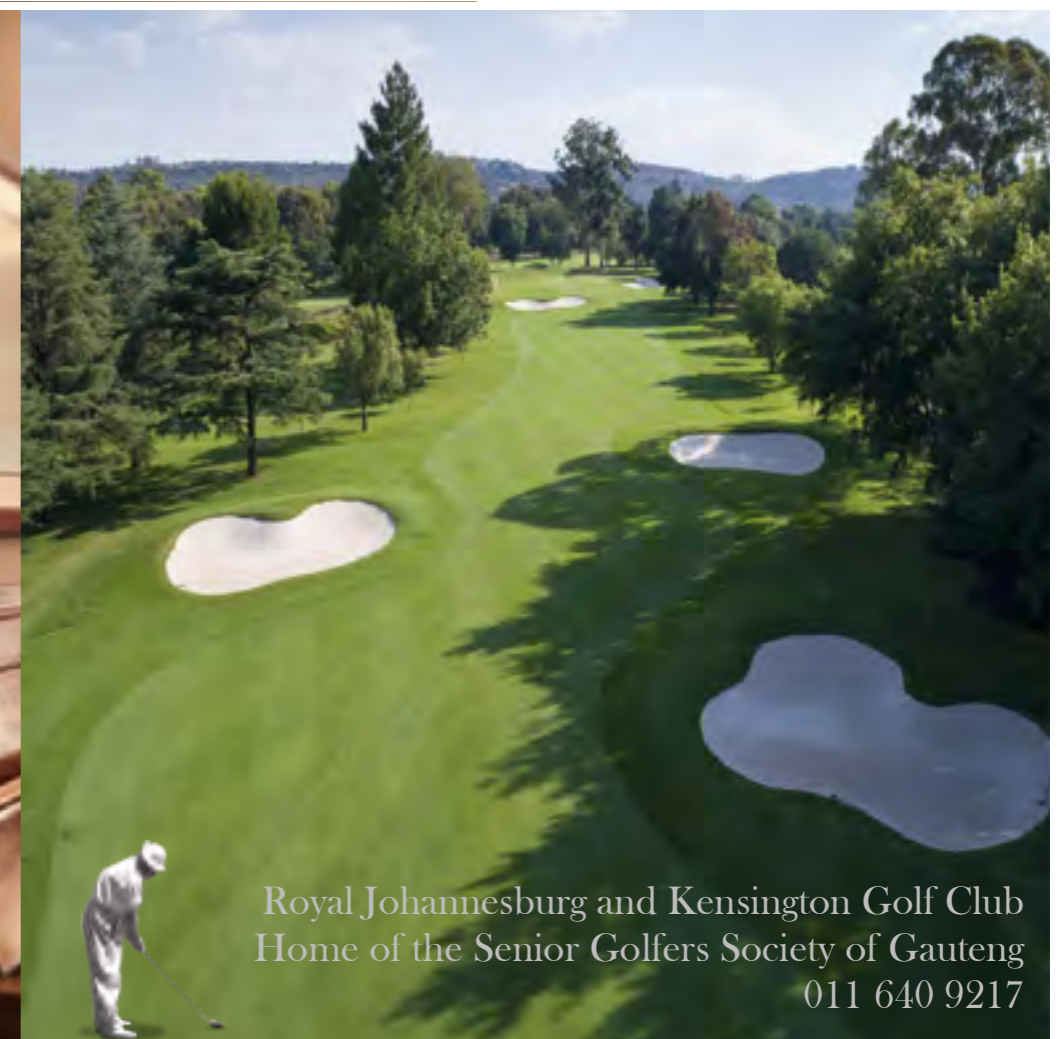
Chevron Werth  
Function Co-ordinator



Maintenance Team



“PROUD TO CALL  
THIS HOME ...”



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



# 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.



Senior Manager of the Year - Jenene Bernhardt



Junior Manager of the Year - Cindy Ungerer



Leadership Award - Erik Brakhoven



Employee of the Year - Shaun Brits



Course Employee of the Year - Jerry Steyn



Food & Beverage Employee of the Year - Clayton Dube



Maintenance Employee of the Year - Owen Dube



Housekeeping Employee of the Year - Rumbidzai Ndlovu



Golf Department Employee of the Year - Emmanuel Ngobeni



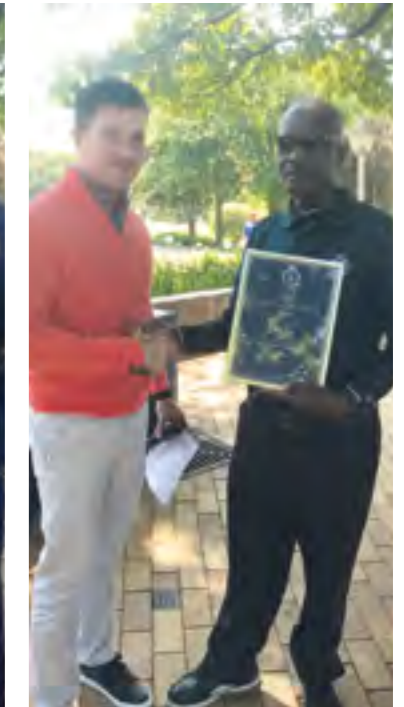
Long Service Award 15 years - Atlas Makau



Long Service Award 10 years - Clucky Mathole



Long Service Award 10 years - Arone Baloyi



Long Service Award 10 years - Patrick Mbambo



Long Service Award 15 years - Kenneth Mogoboya



Long Service Award 15 years - Doctor Mayo



Most Improved Employee - Solly Makhado



Outsourced Employee of the Year - Koena April Seanoga



Clubhouse Customer Service Award - Sonia Mabaso



Certificate of Appreciation - John Bailey & Modester Masina

# BE A PACE SETTER!



AT ROYAL JOHANNESBURG & KENSINGTON, WE TAKE PACE OF PLAY SERIOUSLY, AS WE KNOW IT MAKES YOUR EXPERIENCE BETTER.

## WE ENCOURAGE YOU TO:

- **START ON TIME** Please be ready to play 10 minutes before your assigned tee time.
- **PLAY APPROPRIATE TEES** Choose the length of course best suited to your game.
- **BE EAGLE EYED** Watch your and your playing partners' shots carefully – when in doubt, play a provisional ball.
- **PLAY READY GOLF** Be ready to play when it's your turn.
- **STAY IN TOUCH** Keep up with the group in front.
- **MAKE A QUICK EXIT** Leave your clubs at the nearest exit point between the green and the next tee.
- **KNOW YOUR LIMITS** Pick up if you can't score!
- **BE PACE AWARE** Encourage your playing partners.
- **PLAY FASTER, PLAY BETTER!**

Royal Johannesburg & Kensington Golf Club uses GPS-enabled hardware and software to help us manage pace of play. As a result, our on-course assistants can dedicate more of their time to helping, rather than identifying, groups in need.

## OUR COURSE GOAL TIME:

 **04 h 21 m**  
(INCLUDING HALFWAY)



AS TRUSTED BY 20 OF THE TOP 100 GOLF COURSES IN THE USA



## Royal Johannesburg & Kensington Golf Club

# A WINNING YEAR



Health and Safety 5 Star Award 2019 / 2020



World Golf Awards 2018  
South Africa and Africa's Best Golf Course  
"The Championship East Course"



CCGU Scratch League Winners (1st time in 10 years)



CCGU Senior Better Ball League - Winners RJKGC B Side



PGA SA Awards 2019  
Christopher Bentley  
Central Gauteng - Club Manager of the year  
Central Gauteng - Entrepreneur of the year  
South Africa - Club Manager of the year



PGA SA Awards 2019  
Greg Jacobs  
Central Gauteng - Club Professional of the year





## PAST PRESIDENTS, CHAIRMAN & BOARD

| Royal Johannesburg Golf Club | Kensington Golf Club |                 |
|------------------------------|----------------------|-----------------|
| 1985                         | Olaf Holtung         | Ian Head        |
| 1986                         | Martin Mealin        | Graham Aldridge |
| 1987                         | Randolph Nourse      | Graham Aldridge |
| 1988                         | David Mitchell       | Gordon Odgers   |
| 1989                         | William Urmson       | Gordon Odgers   |
| 1990                         | Barry Karg           | Roly Humphrey   |
| 1991                         | R Morris             | Roly Humphrey   |
| 1992                         | A Mackenzie          | Brian Cook      |
| 1993                         | Haydn Thomson        | Brian Cook      |
| 1994                         | Ian Hancock          | Gordon Drummond |
| 1995                         | Desmond Arnold       | Graham Aldridge |
| 1996                         | Lindsay Morrison     | Graham Aldridge |
| 1997                         | Colin Sass           | Graham Aldridge |
| 1998                         | Ross Grainger        | Ian Head        |
| 1999                         | Ross Grainger        | Ian Head        |

| 2019 Board Members    |
|-----------------------|
| Alan Field            |
| Christopher Bentley   |
| Christopher Bobbert   |
| Francois Schindehutte |
| Marian Ledingham      |
| Marc Kourie           |
| Rohan Sheppard        |
| Wendy Huddy           |



| Royal Johannesburg & Kensington Golf Club |                 |
|---|-----------------|
| 2000                                      | Ian Head        |
| 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 |
| 2012                                      | Richard Pollock |
| 2013                                      | Richard Pollock |
| 2014                                      | Gordon Odgers   |
| 2015                                      | Gordon Odgers   |
| 2016                                      | Gordon Odgers   |
| 2017                                      | John Hare       |
| 2018                                      | Alan Field      |
| 2019                                      | Alan Field      |



### Snake Dedicated Sports Turf Mower with incredible articulation ability



#### Features

- 3 Year Warranty\*
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- Cross Cut
- LazerBladez™
- Full Width Rollers
- Up to 50hr PTO Greasing

#### Options

- Roadkit
- Remote Unlock



\*Standard Trimax warranty conditions apply

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[marinusj@fleuron.co.za](mailto:marinusj@fleuron.co.za)



"Mowing times have been reduced by 50%. It's a brilliant machine for our fairways. The rollers are fantastic for smoothing out the bumps and scars and the rotary cut is impressive – no stalks remaining!"  
 Brian Hateley, Course Convenor from Westport Golf Club





# THE COURSE MANAGER'S REPORT



During the latter part of 2018, the highly anticipated announcement of the championship East Course being voted not only as the #.1 Course in South Africa, but also the # 1 in Africa, was undoubtedly a wonderful accolade and the highlight of the past year for the club. A “crowning moment for the club” might probably the most fitting description I could find for a club such as Royal, and deservedly so. The awards most certainly marked the culmination of years of planning, support, dedication and great teamwork by the Board, management and staff.

As course manager, I am extremely proud of my team for their tireless efforts, support,

hard work and commitment to producing the very best of courses, especially now that this recognition is on a global scale.

One of the most wonderful aspects about our maintenance team is that they are not the best because of an award, nor did they work towards it. Their effectiveness is due to their commitment to green-keeping through difficult times and good times, and by continuously striving to deliver the best courses they can on a daily basis, for the members and guests. Their vocational attitude to their work means that they continue to bring their A-game to Royal every day and it has been a pleasure to lead the best maintenance crew in the country. Working on golf courses such as those Royal almost “invites” everyone to perform at their very best and I cannot thank them enough for all their efforts.

As the saying goes; “It’s easier to get an A than it is to keep it!” So – one of the future challenges we knew we would need to face would be how we were going to continue to maintain the facilities at the very highest of standards, now that the benchmark has been set following the announcement of these awards.

As can often be the case, especially with golf courses, once a significant investment has been made on a renovation project, the temptation is to perhaps spend a bit less, or maintain at a lower standard considering that the product is new.

This may well be a typical and understandable oversight and one we were very cognisant of not making during this past year. The maintenance and upkeep of our newly renovated course was, and still is, a priority for us in ensuring that we continue to keep the condition as perfect as possible, for as long as possible.

One of the greatest challenges we faced this past year was how to continuously deliver a product worthy of our #1 status in an economic environment that brings us unwanted daily challenges. The economy, like the elements, is becoming increasingly unpredictable and every day brings a confusing mix of news. Like any business, course maintenance, which is one of the most expensive operational areas at any golf club, has become tough to gauge given the current uncertainties. While the operational norms, such as mowing, irrigating, fertilising, etc. will always apply and always be a priority, the reality is that performing these minor duties alongside spring treatments and project related work has become increasingly expensive, especially when maintaining a premium golf facility such as ours.

We continue to tighten costs, collaboratively look for new ideas, challenge the accepted model of golf course maintenance, source enhanced technology, test the latest products and secure better pricing, all in the aim of creating better courses at the most affordable price in today’s economy.



One of the key areas we managed to effect a meaningful change was in the previously outsourced landscaping department that has recently become an in-house function at the club. The decision taken is more aligned with our structure and vision going forward and the costs of performing this function in-house are greatly reduced on the overall budget.

This efficiency has been achieved without having to compromise on the quality in maintenance programme and we now have a greater number and flexibility of staff on the courses and gardens.

The past summer emphasised again how reliant we are on Mother Nature, given that we are predominantly an “outside based” industry. The spring and summer seasons, from September 2017 through to December 2018, were extremely hot and dry, with substantial rainfall only arriving just before the New Year, and then providing a wet end to our summer up until April/May 2019.

We certainly hope this spring brings with it some early rain as we prepare to perform the annual spring treatments and considering that we have seen weather patterns stabilise around the country this winter, there have been no negative or alarming reports indicating otherwise.

However following the effects of a brief but severe El Nino last spring, the Board and management approved the re-instatement of four critical boreholes on our facility, which we have been advised will allow us to source an extra 1 million litres every 3 days. This is a safety net which we have not had in the past 5 years and will most certainly assist in the upcoming dry season.

With this in mind, we are still not in the clear as our location, water availability and the effect of climate change continues to pose a threat to everyone. Taken as a whole South Africa is a dry region and rainfall patterns, water conservation and its use, the associated costs and other factors continue to be a driving factor towards the conditioning of modern golf courses. There is no silver bullet



implementing any other elements that will be needed for the week, much like an athlete would do training for a race.

These preparations and maintenance practices are always performed at a higher intensity for these tournaments as they are only on for one week, and it is also not sustainable to maintain a course at such intensity for too long. The conditions the players are exposed to are also much tougher than that of the usual daily play.

The new look SA Amateur will be the perfect opportunity to showcase our beautiful yet extremely challenging facility to the golfing public and I for one, along with my team, am itching to prepare our courses for a tournament once again.

It has been quite some time since our last Jo'burg Open event in 2017 and preparing tournament courses is something we strive for as greenkeepers. The event promises to be one to remember as amateurs take on a course worthy of professional standards and playing conditions.

In closing, and on behalf of my team, we thank the members, board and management for their unflagging support and look forward to another wonderful golfing year ahead.

*Shaun Brits*  
**Course Manager**

for the industry, so we need to be vigilant and constantly exploring long term solutions for the club in this regard.

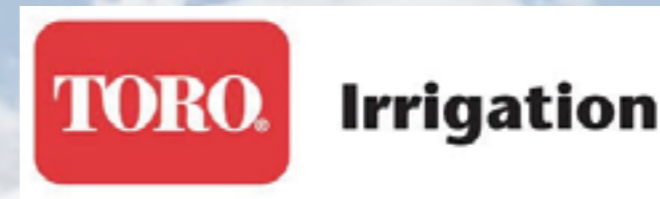
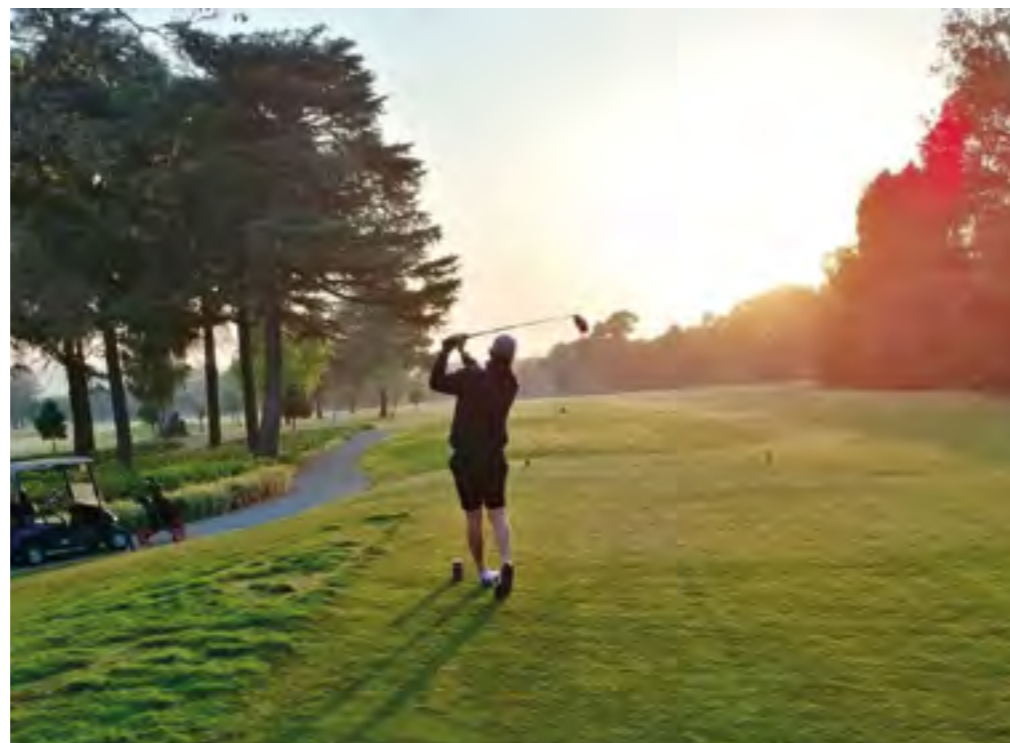
As we enter another spring season, our treatments' pattern for the courses will remain the same. We have already begun scarifying the courses and will be hollow-tining the East early in September, with the West receiving the same treatment in October. Although our treatments are the same, this years' maintenance will be dialled up a notch in order to showcase our East course specifically for the SA Amateur that will be hosted at Royal in 2020.

The privilege of having one championship course means we treat it and respect it like one and our approach, within our team, is to maintain it at 80-90% tournament standards, with the remaining 10-20% coming in to effect just before an event.

We begin months in advance with ideas, strategy meetings, planning out nutritional programmes, planning shaping, mowing regimes, projects, treatments and scheduling strict irrigation programmes alongside

This is the first time since the opening in 2018, that the championship East course will play host to a major tournament event and, although not a professional event, the history of the SA Amateur and its brand new format, combined with the hype and reputation of the "The East" promises to deliver a spectacular tournament.

There can be few more suitable venues for the best amateurs aiming to enter the professional circuit one day and they will be asked serious golfing questions in testing out their skills right here at Royal next February. Planning for the event is well under way on the course side and whenever I am questioned as to when we begin planning and preparing for a tournament, my answer remains the same, "As soon as we find out."



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# ENVIRONMENT

Royal has always taken pride in being a “pace setter” and proactive in regards to environmental matters. Some 7 years ago Royal Johannesburg & Kensington’s approach to its impact on the environment, lead to its being recognized for adhering to the standards set out by Audubon and as a result receiving certification from this same society.

Due to economic considerations, continuing with Audubon’s protocols became unfeasible, not only for Royal, but also for many other golf clubs. However, due to the ongoing need for continued improvement, certification and the responsibility that comes with ensuring the least possible environmental impact in maintaining golf courses, there was still a necessity to play a leading role in environmental responsibility and stewardship.

The key goals for RJ&K have been sustainability and environmental responsibility. Sustainable practices are those which will allow the courses to be maintained at consistent and affordable levels and are being, as noted in my East to West report, affected by the unpredictability of the economy. Environmental responsibility covers the need to dilute our impact on the environment in terms of water usage, fertiliser types, etc.

**How far have we come with certification?**  
Over a year ago, RJ&K revisited and continued the certification process through the GEO



Foundation, which is an international, non-profit organization now dedicated to providing a credible and practical sustainability system for golf.

The Foundation’s areas of activity have broadened from its original base, to embrace helping golf to become as sustainable a sport and business as possible, ranging from ecosystem services and conservation to the health and well-being for all ages, to jobs and economic value through local supply chains. What is very apparent from clubs worldwide is that they have different ideas as to what

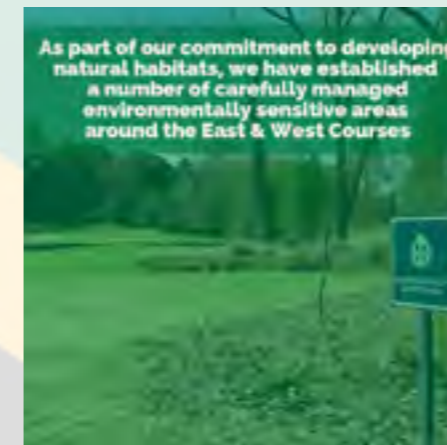
is sustainable, however despite the regional variances what was clearly common ground was the impact golf can and does have on the environment.

The GEO process has developed to go beyond the immediate and visible environmental elements such as the trees and the green spaces and is being geared to understand the total activities at any club.

As such it is involves a holistic approach a few examples of this would be: the effects of climate change and the impact



## How is Royal Johannesburg & Kensington Golf Club leading the way in sustainable golf?



The highlights above were created using OnCourse, the online program used by clubs and courses around the world - for new ideas, tools, materials and recognition for sustainable golf.

**Free 30-day trial then 50% off for all courses in South Africa.**

**Have a look around now at [www.getoncourse.golf](http://www.getoncourse.golf)**

**"Royal Johannesburg & Kensington Golf Club is one of many leading the sustainable golf movement. Members of the club and the team are continuing to be industry leaders through fostering nature, conserving resources and supporting their community, and we are delighted to be supporting them." - John Kemp, OnCourse**

**OnCourse®**  
SOUTH AFRICA  
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**GOLFRSA**



OnCourse is assured and managed by GEO Foundation, the international not-for-profit advocating, supporting and recognising sustainability in and through golf.



on our courses, the benefits of responsible chemical use, product wastage, litter, saving on electricity consumption, the use and reduction of irrigation water and reducing irrigated areas, how do we save on water use at our clubhouse, the processing of wasted food material, the promotion of walking at our club, etc.

Sustainability measures differ from club to club and GEO take this into account when providing each club with its' own detailed analysis, report and scores.

**How far have we come to achieving our goals?**

- We have successfully completed our first annual survey during the middle of this year.
- We have now received recognition from GEO.
- While we await a representative from GEO to be sent out to inspect our facility and validate our information and findings, we are also due to receive an annual report from GEO based on their findings from the information given. We are currently waiting on feedback in this regard.

GEO's service is in part about certification and recognition, but more importantly it becomes a "way of working for us as it becomes our every-day part of life."

This fits with the RJ&K philosophy, as the key to us becoming more sustainable as a golf course, environmental facility and business will be an ever changing and organic process.

**What are we doing at the club to be more sustainable?**

A masterplan has been developed and continues to be enhanced as required to address issues such as water quality, habitat creation, tree planting schemes (which will be introduced early in September 2019), turf grass area reduction, irrigation area reduction and water savings both on and off course.

Apart from a history of sustainable initiatives and developing and maintaining areas such as wetlands and natural habitats, the use of storm-water for irrigation and other accepted practices, in addition RJ&K has successfully implemented the following:

- Water saving nozzles on all the taps in the hand-wash basins around the club
- The inclusion of more eco-friendly organic fertilisers, topdressing and organic nutritional products in our programmes used on the courses
- The use of only turf registered and approved pesticides and only when absolutely necessary
- The irrigation system is now only used on an 'as needed' basis
- In times of heavy rainfall periods we do not irrigate, saving on water and we irrigate during low peak electricity times where possible, saving on electricity
- The separation of food and waste material and we are also looking into composting and investigating our options in this regard
- The removal of alien vegetation such as blue gum trees and wattles
- The recent introduction of electric / battery powered equipment
- Sourcing of local products and suppliers
- A plan and costing to reduce the irrigated areas on our courses and increase the veld grass pockets has been drafted.

This will be an organic and evolving process so there will always items we will be able to improve on. As we move forward with GEO, we will most certainly do whatever is achievable and that which aligns with our product, is in the best interests of our club, our members and our guests.

**What challenges have we encountered?**

Potentially, there are other immediate areas for improvement that we have looked at:

- The veld grass pockets that we mow in winter - the cost of fuel to mow these areas is exorbitant.
- We most certainly would gain more benefit from burning these veld grass areas to encourage the natural flowers and grasses that come from burning and which are crucial to developing a balanced eco system.
- This burning process is a work in progress and will bring its own parallel challenges in that we run the risk of burning our trees in windy periods or worse, and having people hurt in the process. We are investigating the potential of outsourcing of this practice, but do not have all the information to hand and are currently seeking advice and information regarding permits, etc.



Climate change has become a daily reality for us all and we have quickly learned from previous summers that we need to work with Mother nature even at the worst of times. The drought that affected us in 2015 once again reared its head in last year's summer, although it was not as harsh, but it did prove to have its effects on course.

Following this and very early in 2019, the country's trees were hit hard by a devastating epidemic in the form of the Shot hole Borer

Beetle. We were fortunate in that we noticed this early on and were quick to react. Along with many other clubs, farms, golf estates and forests around SA, we have been facing this issue since February of this year and have communicated with the membership throughout and have acted responsibly and the best interests of the club and the broader community.

Although no permanent solution has yet been found, there are reports of potential solutions and we continue to actively seek the advice of industry professionals. In the interim we are taking every reasonable measure possible to combat this threat to our trees and hope some headway can be made soon.

In an evolving environment, some challenges are unpredictable, and we continue to address these areas as they arise. The movement to become a more sustainable club, on a holistic level, is now more important than ever and most definitely both goal and a necessity for us at RJ&K.

**Shaun Brits**  
*Course Manager*



# MEMBER BENEFITS

Become a member today at Johannesburg's 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
- Phakalane Golf Estate, Botswana
- Prince's Grant, Durban
- Pretoria Country Club
- Real Sociedad Hípica Española Club de Campo, Madrid
- Royal Aberdeen Golf Club, Scotland
- Royal Ascot Golf Club, England
- Royal Cape Golf Club, Cape Town
- Royal Clinique 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
- Omenya, Namibia
- 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 [www.royaljk.co.za](http://www.royaljk.co.za) or our very own mobi version.
- Members receive updated communication through different mediums such as email, sms, facebook, twitter (@Royal\_JHB\_Golf) and Instagram regarding any important information on the club as well as monthly newsletters regarding Royals news and events.
- 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 pricing throughout the club.
- Fully stocked Golf Shop with personal service. Members receive free club 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 purchase cart packages at a reduced rate.
- Over 14 different Membership Categories to choose from. Tailor-made to suit your individual needs, as well as 4 different rounds card options to choose from to make it more financially comfortable for the members.
- Weekly as well as monthly competitions set up by the golf department that include great prizes. Results are available weekly on the website. [www.royaljk.co.za](http://www.royaljk.co.za)



- 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.
- SMS and Email notifications informing you of your tee off times.



- As a member you will not be charged venue hire when using the club for your personal functions (Terms and Conditions Apply)
- 10% off your function beverage for your personal functions in your personal and private capacity if your club card has been pre-loaded with a minimum amount of R200 at all times.
- 10% off your daily spend for all items from Halfway House if your card is pre-loaded, 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 & Conditions Apply).
- Dedicated Travel Department.
- Personal attention from one of our highly qualified co-ordinators to assist with all aspects of your event.

- Players that play with a member receive 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 competitions – Betterball, singles, mixed and greensomes knockouts are all organised for the members by the golf department.

|   |  |  |  |
|---|--|--|--|
| 1   | 2  | 3  | 4  |
|   |  |  |  |
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## SPECIAL MEMBER CATEGORIES

### Honorary members

Ms A Barbosa  
 Mr R Beek  
 Ms M Botha  
 Mr J Brown  
 Mrs T Brown  
 Mr O Carey  
 Ms P Ciro  
 Mr R Davidoff  
 Mr M Dlamini  
 Mr G Du Plooy  
 Mr D Hayes  
 Mr T Kloeck  
 Mr J Leatham  
 Ms G Lee  
 Mr P Lee  
 Mr A Makhado  
 Ms L Maseko  
 Mr N Masondo  
 Mr N Meyer  
 Ms S Mokaba  
 Mr G Player  
 Mr M Pohlmann  
 Mr S Shilowa  
 Mr G Sklar-Chik  
 Mr L Smith  
 Mr D Speight  
 Mr M Spyker  
 Mr G Tait  
 Mr M Tau  
 Ms P Tomaselli  
 Mr Z Zwelithini

### Life members

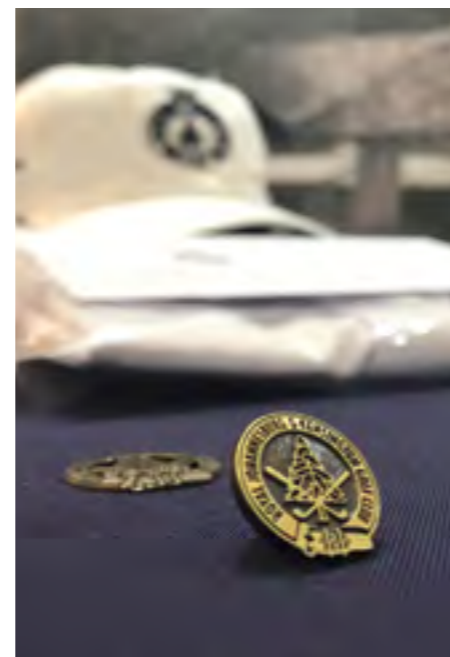
| Name                  | Years | Name               | Years |
|-----------------------|-------|--------------------|-------|
| Terry Eyles           | 50    | Gordon Huddy       | 57    |
| Craig Rivett          | 50    | Bobby Johnston     | 58    |
| Richard Clowes        | 50    | Henri Kuiper       | 58    |
| Graeme King           | 50    | David Mackenzie    | 58    |
| Gordon Odgers         | 50    | Mike Renwick       | 58    |
| John Turner           | 50    | David Geeringh     | 59    |
| Stathy Diamandis      | 51    | Robert Hoar        | 59    |
| Andrew Kenneth Miller | 51    | Jim Begbie         | 60    |
| Jeremy Garden         | 52    | Spencer Farren     | 60    |
| Andrew Smith          | 52    | Bruce Sutherland   | 60    |
| John Faber            | 52    | Terry Sutherland   | 60    |
| Neville Oborn         | 52    | Joy Blair          | 61    |
| Verd Pardini          | 52    | Lindsay Morrison   | 61    |
| John Ridgard          | 52    | Mike Peterkin      | 61    |
| Graham Twaddle        | 52    | Desmond Sacco      | 61    |
| Ray White             | 52    | Eric Pearson       | 62    |
| Dawn Worsdale         | 53    | Peter Volck        | 62    |
| Ivan Austin           | 54    | Graham Volck       | 62    |
| Wally Bellairs        | 54    | Jean Eustice       | 63    |
| Terry Davidson        | 54    | Elizabeth Faber    | 63    |
| John Fell             | 54    | Ian Hancock        | 64    |
| Rob Girdwood          | 54    | John McWilliam     | 64    |
| Brian Mutch           | 54    | Chris Huddy        | 65    |
| Basil Pearson         | 54    | Rennie Airth       | 69    |
| Michael Ryan          | 54    | Edward Steyn       | 70    |
| Grant Thomas          | 54    | Douglas Du Bourg   | 71    |
| Gill Huddy            | 55    | Brian Wilson       | 72    |
| Peter Thomas          | 56    | Margaret Summerley | 76    |
| Michael Dix           | 57    | Pearl Cochrane     | 79    |
| Peter Faber           | 57    |                    |       |

### Honorary life members

Ms A Buhai  
 Mr C Du Toit  
 Mr R Grainger  
 Mr O Holtung  
 Mr D Hutchinson  
 MR B Karg  
 Mr G Levenson  
 Mr N Mackenzie  
 Ms J McWilliam  
 Mr M Mealin  
 Me D Mitchell  
 Mr O Ransome  
 Mr J Saker  
 Mr H Thomson  
 Mr B Urmson

### 21 year members this year

Altenburger Alfie  
 Carter Shaun  
 Christelis Peter  
 Conidaris Marios  
 Cowie Hylton  
 Cusins Brian  
 Dallas Shirley  
 Dowding Guy  
 Evans Heather  
 Fraser Craig  
 Hill Mortimer  
 Morais Rui  
 Sand Nigel  
 Scott Kyle  
 Squier Jeremy  
 Surtees Linda  
 Von Roretz Steve



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- 2018 MINI Aftersales Dealer of the Year
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- 2018 Runner-Up BMW Customer-centricity Dealer of the Year (Category L-XL)

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Head Professional – Greg Jacobs – [Proshop@royaljk.co.za](mailto:Proshop@royaljk.co.za)

Teaching Professional – Martin Briede – [Pro@royaljk.co.za](mailto:Pro@royaljk.co.za)

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Guest Relations Manager – Cindy Ungerer – [guestrelations@royaljk.co.za](mailto:guestrelations@royaljk.co.za)

Food and Beverage Director – Erik Brakhoven – [fb@royaljk.co.za](mailto:fb@royaljk.co.za)

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