



Knighton Heath Golf Club Ltd

Annual Report & Financial Statements

Year ended 30th June 2016

Knighton Heath Golf Club Limited

NOTICE IS HEREBY GIVEN that the 40th Annual General Meeting of Knighton Heath Golf Club Ltd will be held on Thursday 20th October, 2016 in the Club House, Knighton Heath Golf Club, Francis Avenue, Bournemouth, BH11 8NX at 19:30.

AGENDA

1. Apologies.
2. In Memoriam
3. Approve the minutes of 39th AGM held on 22nd October 2015.
4. Management & Captains Committee Resolutions
 - (a) Resolution:
"That the Club's committee structure is changed to achieve a single, slimmer, more efficient and focused management group named the Board of Directors."
 - Rationale:
Page 12 attached below
 - Amendments to the Articles of Association (Club Rules):
Page 14 attached below (deletions & insertions highlighted)
 - (b) Life Membership – Eric Hiscock
5. Members Resolutions
6. Chairman's Report
7. Financial Consultants' Report
8. Captain's Report.
9. Appointment of the Auditors
10. Election of the following Office Bearers:
 - a) Club Captain
 - b) Club Vice-Captain
11. Election of Finance Director
12. Election of Directors
 - a) *Club Captain*
 - b) *Club Vice-Captain (alternate)*
 - c) *Seniors Captain **
 - d) *Seniors Vice-Captain (alternate) **
 - e) *Ladies Captain **
 - f) *Ladies Vice-Captain (alternate) **
 - g) Other Directors

** subject to the approval of resolution 4 (a) above with the relevant rule changes.*
13. Any Other Business
Notice must be given in writing to the General Manager, on the approved pro-forma, at least seven days (close of business Wednesday 12 October 2016) prior to the date of the Meeting.
14. Close

ALL completed resolution forms for the nomination of Office Bearers and Directors must be received by the General Manager by close of business, Wednesday 5 October 2016.

Reunert Bauser – General Manager & Company Secretary

Board of Directors - the resigning & retiring members are:-

Mrs D Knight and Mr B Lennon are retiring after each serving a 3 year term, both are available for re-election.

Mr M Collins is resigning after servicing a 4 year term.

The remaining Directors are :

Messrs J Airth, B Channon & C Knight.

Voting:

Only those who are currently playing members over the age of 18 years and Life members will be entitled to vote at the AGM.

Except for rule changes, which require a two-thirds majority, all other resolutions shall be decided by a simple majority.

Members unable to attend: Any registered members who are unable to attend the meeting may submit a pro-forma or an electronic voting form (members area of the website), duly completed, to the General Manager by close of business, Wednesday 19 October 2016.

Minutes of the 39th Annual General Meeting of Knighton Heath Golf Club Ltd held on Thursday 22 October 2015 at 19:30pm in the Clubhouse, Francis Avenue, Bournemouth, BH11 8NX,

The President, Bill Kennedy, read an opening statement and welcomed, "Life Members, Honorary Members, Past Presidents, Past Captains, Club Captain – Chris Knight, Club Chairman – Martin Collins, Management Committee members, newly elected Ladies Captain – Pam Chard, Acting Seniors Captain – Rod Baggott, ladies and gentlemen of Knighton Heath Golf Club – welcome to the 39th Annual General Meeting of Knighton Heath Golf Club. I especially welcome Mr Mark Magrath from Harrison's, our auditors for 2014/2015.

It is my privilege to preside over general meetings. I would like to take this opportunity to address you all on a few matters; some of which may have given rise to misunderstandings. First you should know that Reunert Bauser here is our General Manager and his broad responsibilities are spelt out in the Club Rules.

My second comment relates to the removal of CASC from the agenda. The principal gain for the Club would have been financial with no loss of control over how we operate. However the sad news of the closure of Canford Magna Golf Club at the end of March next year releases some one thousand players without a golfing home to go to. Although there are a number of clubs in our immediate area we are receiving many enquiries for membership. The Management Committee has addressed this issue by considering how best to accommodate such queries and extra members. The anticipated gain is such that it has been decided to withdraw this item from the agenda.

My last comment relates to the voting form. It covers every item that requires a formal vote. Therefore you can complete it as we go through the agenda but the forms will not be collected and counted until after the last item on the agenda. At that stage the bar will once again be opened for business whilst the counting is in progress.

As we start the published agenda may I remind all the social members present this evening that they are most welcome to take a full part at this meeting but have no vote when it comes to either a show of hands or a ballot."

The President confirmed that as 91 members entitled to vote were in attendance, with 88 votes received from members unable to attend, this constituted a quorum in terms of Rule 19.5 of the Articles of Association and declared the meeting open.

1. Apologies

16 apologies received from:

Ali Barrett, Edna Cashmore, George Davies, Simon Durrant, Ralph Jones, Derrick Jones, Trevor Philips, Keith Pickton, Tony Richards, Tony Roberts, Gill Tyler, John Way, Mike Westaway, Penny Yeats, Derek Walter & Julie Walter

2. In Memoriam

All those present stood in silence in memory of all long-standing and well-respected members who had passed away since the last meeting.

The President mentioned Shirley Keynes, Alan Brunson, Bill Husher, Mike Pender, John Sales and John Turner.

3. Minutes of last meeting

The minutes of the 38th AGM held on 16 October and the EGM held on 4 December 2014 had been circulated.

Mr J Airth proposed that the minutes of 16 October 2014 be taken as read.
Seconded: D Gritt

On a show of hands the minutes of 16 October 2014 were unanimously confirmed as a true record and the President was authorised to sign them.

The minutes of the EGM held on 4 December 2014 had been circulated.

Mr P Peiro proposed that the minutes of 4 December 2014 be taken as read.

Seconded: Mrs G Burke.

On a show of hands the minutes of 4 December 2014 were unanimously confirmed as a true record and the President was authorised to sign them.

There were no matters arising.

4. Management & Captains Committee Resolutions

Amendments to the Articles of Association (Club Rules)

The President reminded members that a $\frac{2}{3}$ majority was required in terms of the rules.

He (The President) said that the first resolution (a) was merely a renumbering of the sub-items in Article 6, entitled Directors. Sub-item 6.2 becomes 6.1.6. The second (b) was a new sub-item 6.1.7 which effectively removed a director who had been absent for four consecutive meetings. The third (c) deletes the existing sub-items 7.3.2 and 7.3.3 and inserts three new sub-items 7.3.2 to 7.3.4. These amendments brought this particular article in line with the one regarding the election of directors.

a) Rule 6 - Directors

Re-number Rule 6.2 to 6.1.6

The members voted by ballot and the result was;

For – 136, Against – 4, Abstentions – 31

The resolution acquired the necessary $\frac{2}{3}$ majority and was therefore adopted.

b) Rule 6 - Directors

Insert Rule 6.1.7 (highlighted section only)

The directors of the club;

will cease to be directors by virtue of any provision of the Companies Act 2006 or is by law prohibited from being a director or if they, without permission from the directors, have been absent for 4 consecutive meetings and the directors resolve that the office be vacated.

The members voted by ballot and the result was;

For – 137, Against – 5, Abstentions – 31

The resolution acquired the necessary $\frac{2}{3}$ majority and was therefore adopted.

c) Rule 7 - Officers

Delete Rules 7.3.2 and 7.3.3 (highlighted)

7.3 Other Officers

7.3.1 should be members of at least 2 years standing

7.3.2 shall stand for a term of 1 year

7.3.3 may if elected by the members of their section at the annual meeting of the section serve a subsequent term(s) in the same or another office.

Insert (highlighted)

7.3.2 shall serve for a term of three years

7.3.3 At the end of their 1st term of office they shall retire but be eligible for re-election for a second term.

7.3.4 may only stand for more than two consecutive terms should there be insufficient nominations.

Members voted by ballot;

For – 138, Against – 4, Abstentions – 29

The resolution acquired the necessary $\frac{2}{3}$ majority and was therefore adopted.

(d) Community Amateur Sports Club (CASC) Membership

“That KHGC Ltd, apply for registration as a Community Amateur Sports Club”.
The above item had been withdrawn from the agenda.

(e) Life Membership – Bill Kennedy

The Chairman, Mr M Collins, introduced this item and said that both Committees resolved that Col Kennedy should receive Honorary Life Membership of the club.

Bill has been a member of the club for some 30 years, during the last 9 years he has served as President and would now be stepping down. He has served the club with distinction as Seniors Captain, Club Captain and President as well as being the current President of Dorset Golf Union. He is a great supporter of the junior section and has been an invaluable source of advice at committee meetings.

R Gell objected and said that the club had removed SKY because of the lack of funds and they were now giving away a membership.

The members voted by ballot and the result was;

For – 96, Against – 45, Abstentions – 31

The resolution acquired the necessary simple majority and was therefore adopted. Mr B Kennedy was duly elected as a Life Member.

The President said that “having joined in 1985, served as a Director, Chairman, Captain, Seniors’ Captain and for the past 9 years as President, it is a special honour and privilege to accept Life Membership of Knighton Heath. I hope to enjoy many more years here. My cup would be overflowing if the Handicaps & Competitions Committee in their annual review increased my handicap to one that I may have an outside chance of playing to once in a while! Thank you very much”.

5. Members Resolutions

None

6. Chairman’s Report

A detailed report had been circulated to all voting members.

Mr Collins highlighted the following;

“As you will be aware by now, Canford Magna GC is closing next year. Something in the region of 1000 members will be looking at joining other clubs in the area. Or club has already received a number of enquiries and to date 8 applicants are awaiting an interview.

I know the temptation for us is to start wondering how many new members we will be getting and how the club will spend the additional revenue. I have already had members suggesting things that we should do, in fact the list is already as long as my arm.

Many of you have been asking how many new members we should take. The Management Committee has already discussed this matter and for the time being will monitor closely the impact any new members have on the course. If a temporary limit on the number of new members being applied, then we will do just that.

I would hope that this opportunity will increase our ladies and junior sections as well.

Going back to the increase in revenue, it would be wise prudent to wait until our subscription renewal date before we set any realistic targets of what we would like to spend on the course. So I guess it is a watch this space situation.

Finally if you could put yourselves in the Canford members shoes for a few minutes and think about what it must be like to be told that you have to leave a club you like and find another club to join, it can't be easy.

I would ask that you all help to welcome them to Knighton Heath and if you see anyone on the practise area, invite them to join you.

Please try and make them feel at home".

Questions:

A Milligan – will the Canford Magna members be paying the full membership fee and will a joining fee be introduced. Mr Collins said that the new members would be paying the full pro-rata membership fee. No joining fee would be introduced at present.

J Spillar – has a maximum limit been discussed? M Collins said that the Articles of Association are such that the club is limited to 700 playing members, however the Committee would monitor the situation at present.

Mrs M Joyce – possibly limit the number of societies. M Collins said that the club would monitor the situation as it develops.

B Andrew proposed and P Keeping seconded, the adoption of the Chairman's Report.

The majority of the members voted, by a show of hands, to accept the adoption of the report.

The President said "I would like to add my thanks to all the Directors for their support and hard work throughout the year. It is as well to remember that they also are members of the club and offer their time voluntarily and receive no additional privileges other than a few parking spaces.

I wish to add something regarding the course. Last year we had a poor response when Alan Magee enlisted member's support for some course work. This year the response has been excellent. Some great work has been done".

7. Financial Director's Report

The Chairman said that this was Mrs Lennon's 7th report to an AGM. This year the audit has included both the Ladies' and Senior' section accounts.

Mrs D Lennon highlighted the following items from her comprehensive report which was included in the Report & Accounts.

"I am pleased to be able to report that we made a very small loss for the year of £556.

This effectively means that we achieved a break even position for the year which is an achievement given the start of the year which I am sure everyone can remember.

Given the demise of Canford Magna Golf club recently reportedly due to high running costs it is a timely reminder that golf clubs are expensive to maintain and careful financial management is essential.

To remind you we lost a net 77 members at the start of this financial year starting with 386 playing members. We finished this year with 404 playing members a net increase of 18.

Income

Year on year income has decreased from £503k to £454k a drop of £49k

This is due to ;

A reduction in subscription income of £47k. In 2013-14 we also received flood grant relief of £19k which was not applicable this year.

However, these were offset by an increase in green fees of £4k and an increase in bar and catering income of £12k.

Expenses

Accordingly our expenses have had to be tightly controlled and we report a reduction in expenditure year on year of £67k from £521k to £454k.

This enabled us to achieve a breakeven position.

So how have we done this?

- i) You will have seen in the accounts that course upkeep expenses have reduced by £54k. This is due mainly by reducing our green keepers overall salary bill by replacing a previous team member with an apprentice. Sadly we have been unable to spend much money on course improvements this year due to the necessity to balance the books.
- ii) Services to members have reduced by £5k, mainly due to the decrease in bar and catering discount.
- iii) Club house expenses have increased by £6k; rates £2k, house maintenance £2k, general maintenance £4k: all offset by SKY (£3.5k) plus other sundry movements
- iv) Administration costs have reduced by £6k; NI allowance (£3k), sundry expenses (£3.8k), legal and professional fees (£1.6k), computer software maintenance £1.8k
- vi) Depreciation has decreased by £10k; this mainly due to two mowers being fully depreciated at the end of 2014-15.
- vii) Other sundry costs total an overall increase of £2k

Fixed asset register

You will see that we purchased very few fixed assets during the year. Additions were limited to an extension to the trolley shed, completion of the buggy shed, new computer equipment, CCTV DVD player upgrade and a fire alarm.

Of interest to members may be the fact that our bank loan is now under £100k. We pay over £2500 a month in loan repayments. Whilst we still have this significant drain on our cash resources it is my belief that we should not take out any further loans as we would currently be unable to make the repayments.

Looking ahead to 2015-16

Following renewals we have again balanced our budget following revision of some expense budgets.

There currently remains no spare cash unfortunately to make the improvements we would like to both the course and clubhouse. However should this situation change and we gain new members following the closure of Canford Magna Golf club then all budgets will be reviewed again.

There is a note in the accounts regarding the much discussed VAT refund. At present there is no certainty as to when we will get any money and if we do how much it will be.

Finally, I would like to thank Reunert and the staff for all their help this year and over the last 6 years whilst I have been Finance Director. As you all know I am stepping down this year after 6 years officially in post and 6 years and 10 months on the Management committee.

During this time I have been Finance Director as well as Vice chairman for two years and Chairman for one year.

I have enjoyed the challenge of all these roles and wish my current and the new directors all the best for the forthcoming year”.

J Spillar – Is the club happy to write-off an extra £27k had CASC gone through? The Chairman said that the CASC clubs in the area were currently debating the issue and it was prudent to wait until after their meeting before any decisions were made.

B Fincham – Canford Magna did not close because of any losses, it was a business decision.

H Iverson – why had the administration wages not decreased as the staff compliment had reduced from 3 to 2? Mrs Lennon replied that Mrs S Colmer had transferred from the bar to the administration team during the year and that the numbers should possibly show a compliment of 3.

The auditor, M Magrath, said that it was a credit to the Management Committee that the club achieved a break-even outcome. The loans were now below £100k, having being reduced by some £40k. An opportunity now existed and the challenge was to become a top class club.

With no further questions, H Iverson, proposed and R Baggott, seconded, the adoption of the Financial Report.

The majority of the members voted, by a show of hands, to accept the adoption of the report.

The President thanked Mrs Lennon for her devotion to the financial element of the club's management, the General Manager for his assistance and Harrisons for the audit.

8. Captain's Report

Mr C Knight highlighted items from his report which had been circulated. He also added that close to £4k had been raised by the charity over the 2 years which would be used for the sole benefit of the Club. He thanked all those that had contributed.

D Gritt, proposed and B Andrew, seconded, the adoption of the Captain's Report.

The majority of the members voted, by a show of hands, to accept the adoption of the report.

9. Appointment of Auditors

The President said that Harrisons had been the club auditors since 1997 and he saw no reason to dispense with their services.

Mrs D Knight, proposed that we appoint Harrisons as our auditors, seconded by Mrs D Barrett.

On a show of hands the majority of the members voted in favour of retaining the services of Harrisons.

10. Election of Office Bearers

a) President – Two nominations were received.

The nominations received were:

Mr Dennis Gritt – Proposed by: Mr B Kennedy	Seconded by : Mr A Barrett
Mr Alan Hebditch – Proposed by: Mr D Procter	Seconded by: Mr S Jones

Messrs Kennedy and Procter both gave a short history of both candidates and reasons as to why they should be elected as President.

The members voted by ballot as follows:

Mr D Gritt	For – 75	Against – 30	Abstentions –24
Mr A Hebditch	For - 97	Against – 33	Abstentions – 22

Mr Hebditch was duly elected as President.

b) Captain - Mr P Peiro - proposed Mr C Knight, seconded by Mr A Groom.

The members voted by a ballot as follows:

For – 156 Against – 4 Abstentions – 14

Mr P Peiro was duly elected as Club Captain for 2015/16

Mr P Peiro accepted by thanking Mr Knight for his sterling efforts during his term of office, sometimes under trying circumstances. He made the point that committee members are also members of the club and care passionately about the club. He looked forward to working with all members especially Trevor Townsend (Vice-Captain), Pam Chard (Ladies Captain), Debbie Lennon (Ladies Vice-Captain) and the Seniors Captain & Vice-Captain (still to be elected).

The charities would be, Ladies Captain – “About Face” supporting sufferers of head & neck cancer and the Captain – “KHGC Course maintenance & improvement”.

c) Vice-Captain – Mr T Townsend - proposed by Mr P Peiro, seconded by Mr C Knight.

Mr P Peiro introduced Mr T Townsend.

The members voted by a ballot as follows:

For – 150 Against – 1 Abstentions – 24

Mr P Peiro was duly elected as Vice-Captain for 2015/16

11. Election of Directors

The President stated that “according to our Articles we can accommodate up to nine Directors, excluding the Finance Director. Three directors have either resigned during the year or are standing down after three years’ service. We have three nominations this evening.

I would like to remind you and the three candidates that on election as directors each is responsible for the good management of the club and under Company Law are jointly liable for responsible financial management of the company.

Each proposer is invited in turn to introduce his proposed candidate. The candidate is also asked to stand and say a few words about what he feels able to contribute to the good management of our Club”.

The nominations received were:

Mr Jim Airth – Proposed by Mrs D Knight and seconded by Mr M Levens

Mr Martin Collins – Proposed by Mr A Hebditch and seconded by Mr J Randall

Mr Chris Knight – Proposed by M Levens and seconded by Mr A Penny

The members voted by a ballot as follows:

Mr J Airth	For – 128	Against – 15	Abstentions – 25
Mr M Collins	For - 120	Against – 15	Abstentions - 21
Mr C Knight	For - 105	Against – 33	Abstentions - 31

Messrs Airth, Collins and Knight were duly elected as Directors for a 3 year term of office.

The President congratulated the new Directors of Knighton Heath Golf Club Limited.

12. Election of Finance Director

The President said that “Mrs Debbie Lennon has served six years and is standing down as Financial Director. No suitable replacement has volunteered or been found. Under the circumstances Mrs Lennon has been invited by the Management Committee to serve as financial consultant until such time as a suitable replacement can be found.

Meanwhile efforts to find such a person will be continued. In view of her excellent service over the past six or seven years may I ask for your approval of this action by the Management Committee”

On a show of hand the majority of the voting members present ratified the Management Committees decision to retain the services of Mrs D Lennon as the financial consultant until such time as a suitable replacement is found.

12. Any other business

Items for discussion were received from Mr A Milligan.

- a) *Is it true that the GM offered his resignation? As it was not accepted what extra benefits were given for him to stay?*

The President responded “Earlier in the year Reunert received a promotional offer. In order to retain his excellent services the Management Committee appointed him as General Manager and offered requisite remuneration as recommended by the GCMA and commensurate with his new standing. Details are a matter between him and the Management Committee; such privacy applies to any member of staff”.

- b) *Could the committee tell the members how many letters were sent in to ask for a new vote for CASC?*

The President said that as this item was removed from the agenda and that no comment was therefore necessary.

- c) *Who marked out the GUR in the summer, will they be remarked for the greenkeeper to start repairing as they would not know where to start?*

Mr B Andrew (past Greens Sub-Committee Chairman) said that the course manager had marked out the initial GUR areas and that he did know which areas to repair. The repairs had been earmarked as a winter project along with paths, aeration and scarifying.

No other items had been received in terms of the club rules.

Closing of the meeting

The President thanked everyone for attending the AGM and those who had made their contribution to it by way of their reports. He thanked Mark Magrath for attending on behalf of Harrisons, and also the volunteers who checked attendees in and the vote counters.

He extended thanks to all those unsung heroes who help in the background as starters, reception at our opens and invitation days, referees in the knock-out finals, refreshment tents, course marshalling and ball spotting. He acknowledged the contribution made by the Junior Committee with Andy Windsor and once again with Barry Channon at the helm; and the Handicaps & Competitions Committee under Pat Peiro.

Finally he thanked Reunert Bauser; Alan Magee and his crew; Jason and Trish and their teams, Pat and Sandra in the office; the Club Professional, Andy Windsor and his assistant Jack Baker and Alan Pocock.

He said "We now have a new set of officers of the Club and a new grouping of Directors in the Management Committee. My final thanks go to Bob Andrew for his sterling work as Chairman of Greens. It is one of the more onerous tasks in the Management Committee and he has been truly dedicated to the task. I wish everyone on the various committees in the club all good fortune in meeting the challenges in the coming years.

Once again, thank you for attending. This Annual General Meeting is now closed"

The meeting closed at 21:35.

A HEBDITCH - PRESIDENT

Resolution 4 (a) - Rationale

1. Background

In September 2014 changes were made to the constitution of the club and specifically to the committee structure.

The Management Committee was reduced to a maximum of 9 Directors (excluding the Captain & Vice-Captain).

On the Captains Committee, the Immediate Past Captain's post was removed and the Seniors Vice-Captain and Club Chairman were included as voting members. There are currently 7 elected officers serving on the Committee.

These changes were aimed at making the Club's management structures more streamlined and efficient and for a while this was successful.

2. Present position

The role of the Captains committee primarily remains that of dealing with 'golfing matters' whilst that of Manco is to perform all functions associated with running the club from a business perspective. Increasingly, issues are often raised which require input from both committees and are then referred back and forth from one committee to another. This can lead to delays in key business decisions where input may be required from both committees. It became apparent that there is an essential need to make changes to the management and committee structure of the Club to ensure that it is fit for purpose and able to tackle the competitive challenges of today and the future.

To ensure the Clubs management structure is fit to tackle today's modern corporate golfing environment, the Club has to take a more commercial approach. It needs to focus on the present and future issues with sound strategic planning and development and a business-like approach to marketing, information technology and the social changes affecting how people view and what they expect from the golf club of today and tomorrow.

Over time the current two committee structure had led to:

- Duplication of effort
- Over-burdening of some officers and under-utilisation of others
- Blurred lines of authority and weakened accountabilities between Boards, committees and individual directors and committee members
- Lack of clarity for members in how and with whom to contact within the club over issues
- Opportunities being missed

All members will be aware that the environment and conditions in which most golf clubs operate has changed considerably over the past decade or so.

The current climate necessitates that business decisions need to be taken in a structured, co-ordinated, well considered and timely manner if we are to be effective as a club moving forward.

Expectations and experiences of members and visitors of other service areas means their demands are higher than ever and we need to ensure that as a club we are able to respond to these challenges moving forward.

3. Proposal for change

It is therefore proposed that the Club's committee structure is changed to achieve a single, slimmer, more efficient and focused management group (Board of Directors).

With the agreement of the Captains and Management Committees a resolution would be tabled at the 20 October 2016 AGM as follows:

"that the Club's committee structure is changed to achieve a single, slimmer, more efficient and focused management group named the Board of Directors."

4. Proposed Rule Changes

To effect the above, the proposed changes to the Articles of Association are attached.



**CHAIRMAN
MARTIN COLLINS**



**CLUB CAPTAIN
PATRICK PEIRO**

Amendments to the Articles of Association (Club Rules);

ARTICLES OF ASSOCIATION

RULE DEFINITIONS

Description	Definitions
Approved pro-forma	A pro-forma created by the club manager and used by members for the submission of resolutions or for expressing intention to vote on resolutions
<u>Board</u> of <u>Directors</u>	<u>Hereinafter referred to as the "Board"</u>
Correspondence	All communication with the club in any written format including paper and electronic but excluding that sent by phone text or similar which may not be saved to a database.
<u>Director</u>	An elected member <u>of the board</u> who shall be a playing member over 18 years of age.
Flexi member	A member who pays a reduced membership fee and pays a green fee on each occasion that they play golf. Any restrictions applicable to the payment of the membership fee by any form of credit agreement may be applied by the Management Committee <u>Board</u> .
Honorary Member	Any person who has rendered distinguished service to the game of golf.
Junior	A playing member under 18 years of age on 1st July of year in question
Life member	A previous or current member who has rendered distinguished service to the Club.
Member	All members of the club irrespective of category.
Membership category	A split of the membership into various categories e.g. according to age, gender, length of membership, playing rights etc. as determined by the Management Committee <u>Board</u> .
<u>Officer</u>	Any playing member elected to a committee, other than to the Management Committee (with the exception of Club Captain & Club Vice Captain who will be elected to both the Management and Captain's Committee).
<u>Player Hold</u>	A Playing Member who on request and approval by the Management Committee <u>Board</u> suspends his playing membership for a period of time upon such terms and conditions as the Management Committee <u>Board</u> decide.
Playing Member	A Member (over 18 years of age) entitled to play according to his membership category.
Quorum	More than 50% of those members of a committee eligible to vote (unless specified otherwise).
Resolution	A submission by voting members to a General meeting or other Committee requiring a vote. To include those for election of Directors and Officers or any change/s to the Articles of Association.

Section	Any sub group of the club created from time to time
Senior	A member aged 60 or over
Show of hands	An alternate method of voting NOT requiring a secret ballot which may be used to simplify and expedite any 'non contentious' voting process e.g. an annual report etc. The Captain or Chairman of any committee will be permitted to sanction this type of vote subject to the agreement of those in attendance at such meeting by a show of hands. Where there are any objections to a show of hands a secret ballot must be held. Not to be used for election of officers or directors.
The Club	Knighton Heath Golf Club
Vote	A secret ballot or a show of hands
Voting Member	All playing members (over 18 years of age) including Life members.

Words importing the singular number only shall include the plural number, and vice versa.
Words importing the masculine gender only shall include the feminine gender, and vice versa.

Words importing persons shall include corporations.

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1. THE CLUB

- 1.1 The Club;
 - 1.1.1 shall be called Knighton Heath Golf Club.
 - 1.1.2 is a member's club established and registered as a company limited by guarantee.
 - 1.1.3 is a company formed under a Memorandum and Articles of Association which may be inspected in the Manager's office.
 - 1.1.4 is formed to provide facilities for and promote participation in the amateur sport of golf in Bournemouth and the surrounding areas.
- 1.2 The property shall be under the control of the Directors of the club provided always that;
The Directors shall not unless so directed by a resolution passed by a two-thirds majority of voting members at a General Meeting;
 - 1.2.1 purchase any land or hold interest in any land
 - 1.2.2 enter into any contract concerning or making any conveyance or disposition whatsoever of any land or interest in land vested in them other than a mortgage
 - 1.2.3 charge the creation of an assured short-hold tenancy or a licence or tenancy in connection with the employment of an employee and terminable upon or before the termination of the employee's employment

2. NUMBERS

The Club shall consist of:

- 2.1 not more than 700 playing members.
- 2.2 the types of membership category and numbers within each as determined by ~~Management Committee~~Board, limitations on membership will only be allowed based on available facilities on a non-discriminatory basis.

3. MEMBERS JOINING

- 3.1 Membership shall only be granted after a written proposal for membership has been considered and approved by the ~~Captain's Committee of the Club~~Board.
- 3.2 The ~~Board~~Captain's Committee may refuse membership only for good cause such as conduct or character likely to bring the Club or the sport into disrepute.
- 3.3 Membership of the Club shall be open to anyone interested in the sport on application regardless of gender, age, disability, ethnicity, nationality, sexual orientation, religion or other beliefs.
- 3.4 Each new member should be aware of the contents of the Memorandum and Articles of Association (Club Rules).

4. MEMBERS RESIGNATION / EXPELLED:

- 4.1 A member is requested, when leaving the club, to resign their membership, by correspondence to the Manager.
- 4.2 Any member expelled according to the Rules or otherwise ceasing to be a member of the Club shall forfeit all such rights to or claim upon the Club or its property or funds as he/she may have had by reason of membership.

5. MEMBERS ENTRANCE FEES, SUBSCRIPTIONS AND OTHER PAYMENTS

- 5.1 A member;
 - 5.1.1 is liable for any annual subscriptions, locker and trolley shed rentals and any imposed levy, which shall be payable in advance by the day on which the financial year shall commence
 - 5.1.2 who has not paid the amount due by the first day of the new financial year may be banned from competing in any club competition or voting at any meeting

- 5.1.3 who has not paid the amount due by the 14th day thereafter, shall if the ~~Management Committee~~Board so determine cease to be a member, but may be re-instated by the ~~Management Committee~~Board on payment of the arrears.
- 5.1.5 who on provision of a medical certificate wishes to suspend his playing membership may request the ~~Management Committee~~Board to transfer their membership to Player Hold.
- 5.2 The club will keep subscriptions and other payments at levels that will not pose a significant obstacle to people participating
- 5.3 Invoices will be issued one month before the end of the financial year.
- 5.4 Where a playing member using a credit facility, cancels membership, resigns or is expelled during the year they will continue to be liable for the outstanding payments due for the remainder of the year for which subscriptions are due
- 5.5 Should a playing member default in the payment of any fees fully/partly owed to the club the ~~Management Committee~~Board reserve the right to appoint a collection agency to recover the fees and any associated costs due to the club.
- 5.6 Life Members are entitled to all the privileges of a playing member without paying the annual subscription.
- 5.7 Honorary members are entitled to all the privileges of a playing member without paying the annual subscription but may not serve as officers of the club or vote at an Annual General Meeting/General Meeting.
- 5.8 All members within non-voting categories are entitled to apply for a membership with voting rights upon paying the appropriate subscription and after going through the relevant membership application procedures.
- 5.9 Loans
 - 5.9.1 ~~The Management Committee~~The Board may request a loan from any member for the financing of a specific project etc. as proposed at an Annual General Meeting/General Meeting
 - 5.9.2 Upon ceasing to be a member, he/she shall be entitled to have any sum owed by the Club to him/her repaid within six months of the receipt by the Club Manager of notice by correspondence requesting such payment.
 - 5.9.3 Any loan not requested to be repaid within twelve months of them ceasing to be a member will revert back to the club
 - 5.9.4 Balances on bar cards, if not claimed within six months of a member having left the club will revert back to the club

BOARD OF DIRECTORS~~MANAGEMENT OF THE CLUB~~

6. DIRECTORS:

~~Shall not serve as an Officer of the Club (with the exception of rule 6.1.6)~~

- 6.1 The Directors of the club:
 - 6.1.1 shall be a minimum of 6 and a maximum of 9 ~~(excluding the Captain and Vice-Captain)~~
 - 6.1.2 shall serve for a term of three years
 - 6.1.3 at the end of their 1st term of office they shall retire but be eligible for re-election for a second term.
 - 6.1.4 may only stand for more than two consecutive terms should there be insufficient nominations for new directors
 - 6.1.5 shall include a Finance Director who shall be voted into the role at the AGM. If no suitable candidate is found the club Manager ~~may~~will seek the services of a professional person/firm
 - ~~6.1.6 will include the Club Captain or Club Vice-Captain (who shall serve as his alternate on Management Committee who will automatically become Directors of the club for a term which will correspond to the period of time they serve as Club Captain and/or Vice-Captain.~~

- 6.1.76 may include the Club Captain, Ladies Captain and Seniors Captain or their respective Vice-Captain's (who shall serve as his/her alternate on the Board) who will, if elected, become Directors of the club for a term which will correspond to the period of time they serve as section Captain's and/or Vice-Captains.
- 6.1.87 will cease to be directors by virtue of any provision of the Companies Act 2006 or is by law prohibited from being a director or if they, without permission from the directors, have been absent for 4 consecutive meetings and the directors resolve that the office be vacated.

7. OFFICERS

Shall not be a Directors of the club except in the case of Club, Ladies & Senior Captain's and Club Vice-Captain's (who shall serve as his their alternates on ~~Management Committee~~The Board)

- 7.1 The President;
 - 7.1.1 should be a playing member of at least 10 years standing.
 - 7.1.2 shall stand for a term of 3 years
 - 7.1.3 shall at the end of his / her 1st term of office retire but be eligible for re-election for a second term.
 - 7.1.4 may only stand for two consecutive terms
- 7.2 Captains & Vice-Captains
 - 7.2.1 should be playing members of at least 5 years standing.
 - 7.2.2 shall stand for a term of 1 year
 - 7.2.3 may if elected by the members serve a subsequent term(s) in the same office.
- 7.3 Other Officers
 - 7.3.1 should be playing members of at least 2 years standing
 - 7.3.2 shall serve for a term of three years
 - 7.3.3 At the end of their 1st term of office they shall retire but be eligible for re-election for a second term.
 - 7.3.4 may only stand for more than two consecutive terms should there be insufficient nominations

COMMITTEE STRUCTURE

8. ~~MANAGEMENT COMMITTEE~~The BOARD shall comprise,

- 8.1 Those members entitled to vote;
 - 8.1.1 Directors
 - 8.1.2 ~~Club Captain or Vice-Captain (designated alternate)~~
- 8.2 Those members not entitled to vote;
 - 8.2.1 President
 - 8.2.2 Manager
 - 8.2.3 Additional members may be co-opted onto the committee at the discretion of the ~~Management Committee~~Board. Any member so appointed shall retire at the next AGM but be eligible as a candidate for election at such AGM.
- 8.3 The ~~Management Committee~~Board shall elect a Chairman and Vice Chairman at its first session after each AGM to hold office for one year and be eligible for re-election thereafter.

~~9. CAPTAIN'S COMMITTEE~~ shall comprise,

- 9.1 ~~Those members entitled to vote;~~
 - 9.1.1 ~~Club Captain and Club Vice-Captain.~~
 - 9.1.2 ~~Ladies' Section Captain and Vice-Captain.~~

- ~~9.1.3 Men's Seniors' Section Captain and Vice Captain.~~
- ~~9.1.4 Management Committee Chairman (or the Management Committee representative).~~
- ~~9.2 Those members not entitled to vote;~~
 - ~~9.2.1 President~~
 - ~~9.2.2 Manager~~
 - ~~9.2.3 Club Professional~~
 - ~~9.2.4 Junior Organiser~~
 - ~~9.2.5 Chairman or representative of the Handicaps & Competitions Sub-Committee~~
 - ~~9.2.6 Additional members may be co-opted onto the committee at Captain's committee discretion. Any member so appointed shall retire at the next AGM but be eligible as a candidate for election at such AGM.~~

COMMITTEE RESPONSIBILITIES

~~109. MANAGEMENT COMMITTEE~~BOARD will be responsible for;

- ~~109.1 all golfing & non-golfing matters~~policy
- ~~109.2 the control of financial matters of the Club~~
- ~~109.3 engaging, control and dismissal of employees of the club~~
- ~~109.4 all such administrative powers as may be necessary for properly carrying out the business of the Club~~
- ~~109.5 The purchase of intoxicating liquor for supply by the Club. The permitted hours for the supply of intoxicating liquor shall be within the normal licensing hours for the district.~~
- ~~109.6 Opening and closing of the clubhouse / bar or any part thereof. A notice to this effect shall be displayed in the club-house.~~
- ~~9.7 members induction process~~
- ~~9.8 organising and running of social events~~
- ~~9.9 the standards, tone and atmosphere of the Club~~
- ~~9.10 the recommendation of Life and Honorary Members~~
- ~~9.11 the appointment of sub-committees as deemed necessary.~~
- ~~9.12 each sub-committee reporting back to its parent committee through its chairman.~~

~~11. CAPTAIN'S COMMITTEE~~ will be responsible for;

- ~~11.1 all golfing matters~~
- ~~11.2 membership induction process~~
- ~~11.3 overall responsibility for organising and running of social events~~
- ~~11.4 and shall be the guardian of the standards, tone and atmosphere of the Club.~~

~~12. MANAGEMENT COMMITTEE/ CAPTAIN'S COMMITTEE~~ will be jointly responsible for;

- ~~12.1 the recommendation of Life Members and Honorary Members~~
- ~~12.2 setting up sub-committees as deemed necessary.~~
- ~~12.3 each sub-committee reporting back to its parent committee through its chairman.~~

1310. SECTION COMMITTEES

All sections will be bound by the club rules and will be considered as an integral part of the Club and shall be responsible for where appropriate;

- ~~1310.1~~ Arranging matches, competitions and other activities
- ~~1310.2~~ Co-operating in support of any activities for the benefit of the Club when requested by the ~~Captain's committee or the Management committee~~Board.
- ~~1310.3~~ Complying with any policy requirements of the Club or as requested by the ~~Management Committee/Captain's Committee~~Board

EMPLOYEE ROLES & RESPONSIBILITIES

1411. THE MANAGER shall:

1411.1 The Manager shall;

- 1411.1.1** conduct the correspondence of the Club
- 1411.1.2** have the custody of all documents belonging to the Club
- 1411.1.3** keep full and correct minutes of all ~~Management Committee~~Board and ~~the Captain's Committee~~proceedingsmeetings
- 1411.1.4** provide the administrative support to the various sections of the Club where previously agreed
- 1411.1.5** assist the Financial Director to keep the accounts of the Club
- 1411.1.6** assist the Financial Director to make up the Annual Statements of Accounts to the 30th June in each year
- 1411.1.7** circulate the Statement of Accounts to the members following the annual audit.

1411.2 The full duties and responsibilities of the Manager are contained in his/her contract/job description.

1512. AUDITOR

The accounts shall be audited annually by the auditors of the Club.

ELECTION PROCEDURE

1613. RESOLUTIONS

Resolutions;

- 1613.1**for any amendments to the Articles of Association, may only be made on the approved pro-forma by two voting members of the Club of at least two years standing.
- 1613.1.2**for the election of a director or officer, may only be made on the approved pro-forma by two voting members of the Club and shall include be accompanied by the approved pro-forma from the consent from the candidate consenting to serve if elected.

1714. VOTING

- 1714.1** All voting at AGM's and General Meetings shall be by a show of hands unless a secret ballot is requested by either the Chairman or two members.
- 1714.2** Each voting member of the club will be allowed one vote
- 1714.3** Members are to cast a vote either in favour, against or abstain for each resolution in the manner prescribed on the ballot paper.
- 1714.4** The number of votes obtained for any resolution will be the NET position of those cast 'For' less those cast 'Against'.
- 1714.5** Any resolution, requiring a vote, except for a rule change, where more votes are cast Against than For will be rejected.
- 1714.6** No rule of the Club shall be repealed or altered and no new rule shall be made save by a two-thirds majority of the voting members in attendance and those having submitted an approved pro-forma. .
- 1714.7** Wherever possible the votes should be counted and recorded and verified by an independent party.
- 1714.8** Where the voting for a resolution results in an equal number of votes, the Chairman of the Committee shall have the casting vote.
- 1714.9** The number of votes cast for and against each resolution shall be announced to the members attending the meeting as soon as the ballot result is known
- 1714.10** The result of the ballot shall be posted on the club notice board and on the Club web site by the manager (or respective chairman of the section committee)

- 1714.11 Any voting member who is unable to attend an AGM / General Meeting and who is entitled to vote, may submit an approved pro-form voting form or proxy voting form by post or via an electronic voting form, to the Manager at least 48 hours prior to any meeting.
Any form delivered after these times will be declared null and void.

MEETINGS

1815. ANNUAL GENERAL MEETING

- 1815.1 Shall be held once in every year as soon as possible after the end of the financial year at such place as the ~~Management Committee~~Board shall determine.
- 1815.2 Not more than 15 months may elapse between one AGM and the next.
- 1815.3 The date shall be advertised 8 weeks before the date of the meeting on the Club notice board and via the club website
- 1815.4 Resolutions from voting members must be submitted on the approved pro-forma to the Manager not less than 6 weeks before the date of the meeting.
- 1815.5 Such resolutions (18.4) shall be exhibited on the main notice board of the club.
- 1815.6 Any member wishing to propose amendments to the members resolutions shall do so by lodging the proposed amendment on the approved pro-forma in writing (or by hand), duly seconded, with the Manager within 4 weeks of the date of the meeting.
- 1815.7 At least 2 weeks' notice must be given to members, with full details of any proposed members resolutions as well as proposed amendments, on the Club notice board and club website.

1916 GENERAL MEETINGS

- 1916.1 The ~~Management Committee~~Board may call a meeting at any time
- 1916.2 The ~~Management Committee~~Board shall be bound to hold a meeting on receiving a petition signed by not less than 10% of the voting members of the Club
- 1916.3 A General Meeting shall be held within 3 weeks of receipt of the petition
- 1916.4 At least 2 week's notice shall be given to members by posting a notice on the Club notice board and on the club web site.
- 1916.5 The quorum for a General Meeting shall be 10% of the voting members
- 1916.6 All members of the club shall be entitled to attend General Meetings.

2017. ANNUAL GENERAL MEETING / GENERAL MEETINGS - AGENDA

The President, or in his absence, the Chairman of the ~~Management Committee~~Board shall preside.

The business of the Annual General Meeting may include the elections of;

- 2017.1 President
- 2017.2 Club Captain
- 2017.3 Club Vice-Captain
- 2017.4 ~~Directors~~Club Captain as a Director
- 2017.5 ~~Finance Director~~Club Vice-Captain as an alternate Director
- 2017.6 ~~Auditor~~Seniors Captain as a Director
- 2017.7 ~~Life Members~~Seniors Vice-Captain as an alternate Director
- 2017.8 ~~Honorary Members~~Ladies Captain as a Director
- 17.9 Ladies Vice-Captain as an alternate Director
- 17.10 Other Directors
- 17.11 Finance Director
- 17.12 Auditors
- 17.13 Life Members
- 17.14 Honorary Members

Other business may include;

~~20.9~~17.15 Voting on resolutions

~~20.10~~17.16 No business other than that for which notice has been given shall be brought forward at the meeting.

MISCONDUCT

2418. DISCIPLINARY COMMITTEE

2418.1 Any complaint about a member of the Club should be made by correspondence to the Manager, detailing the circumstances

2418.2 On receipt of a complaint against a member the Manager shall convene a ~~meeting of the with the committee, consisting of a minimum of three from the Club, Ladies and Seniors Captain's and/or their alternates. Captain and three other officers of the Captain's Committee~~

2418.3 On hearing all the evidence submitted they shall take the appropriate action

APPEAL PROCESS

2418.4 The ~~Management Committee is the Appeals Committee, consisting of 3 Board members (excluding those mentioned in 18.2 above) and its task is to will~~ review the full report of the disciplinary committee

2418.5 The decision of the ~~Management Committee Appeals Committee~~ is final.

2219. COMPLAINTS - STAFF

2219.1 In no instance shall an employee of the Club be reprimanded directly by a member, director or officer

2219.2 Any complaints shall be made by correspondence to the Manager who, if unable to deal with them, shall submit them to the ~~Management Committee~~Board

2219.3 The decision of the ~~Management Committee~~Board shall be final

2320. VISITORS AND GUESTS

2320.1 All visitors may at the discretion of the ~~Club Captain~~Chairman of the Board, Manager, Professional use the clubhouse, course or facilities on payment of the appropriate fee as prescribed by the ~~Management Committee~~Board

2320.2 A guest of a member may play no more than twelve times in any year unless approved by the Manager.

2421. SUNDRY

2421.1 No paper, notice or placard written or printed shall be put up in the clubhouse or grounds without the authority of the Manager.

2421.2 The Club accepts no liability for the loss of or damage to any articles left on the Club's premises by members, guests or visitors. Members are only covered for third party liability and will be liable for any excess payments.

2421.3 The ~~Management Committee~~Board may make such bye-laws as they consider necessary for the well-being of the Club. ~~The drafting of those that directly concern golfing matters may only be proposed by the Captain's Committee for agreement by the Management Committee~~

2421.4 All surplus income or profits are to be reinvested in the club. No surpluses or assets will be distributed to members or third parties.

2522. THE CLUB - WINDING UP / DISSOLUTION

If upon the winding up or dissolution of the club there remains after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among the members but shall be given or transferred to a registered Community Amateur Community Amateur Sport Club a registered charity or the sport's governing body for use by them in related community sports.

CHAIRMAN'S REPORT

I am pleased to report that Knighton Heath Golf Club has had another positive year in all areas of the business.

There have been improvements and more planned, I predict an even better one next year.

The course and its presentation have, continued to go from strength to strength. This club has received numerous compliments from societies, visiting teams and even from the assistant P.G.A Pros who held a competition here. A lot of hard work by Alan and his team over the winter gave us improved paths and playing areas, especially the greens which have been in excellent condition.

With more work planned over the winter next year the course will look fantastic. So on behalf of the members I would like to say thank you and well done to our Greens Staff.

As many of you already know the club will be starting on refurbishment of the men's and ladies locker areas in January 2017. This project has been on the table for many years and will enhance the club house area and give it a more modern appearance.

Refurbishment of the 19th and foyer areas will also take place in November 2016. Again to make them a more modern and inviting place to be.

Of course, much of the planned improvements have been due to the fact that the club finances are looking healthier than they have for a few years. This is due partly to the increase in new members.

I would like to welcome all of our new members to the club and hope you have a long and enjoyable time with us. Please make sure you integrate with the longer standing members and be part of a club you can be proud to say is yours.

A request to our members who have been here awhile, welcome and help new members to settle in, remember you were new once.

As I have mentioned earlier the club finances are in good shape this is due in no small part to the hard work done by the clubs General Manager Reunert Bauser, he keeps a steady and firm grasp on all aspects of the clubs income and has again this year proved to be utterly professional and diligent.

Together with Debbie Lennon, Financial Consultant they have kept a keen eye on expenditure, this has given us the opportunity to spend more on improvements.

So many thanks to Reunert and Debbie for all their hard work.

While I am on the thank you list, a mention also goes to Trish and her staff who have fed and watered us all year. Excellent food and catering for visitor, societies and functions have always had a great feedback.

The Bar Staff led by David have been wonderful this year. Please remember they are doing a hard job especially at busy times and a thank you every now and then goes a long way.

To Pat and Sandra in the office, thank you for putting up with all our silly questions and supporting Reunert, in the day to day running of the office.

Our Pro, Andy has again shown what an asset he is to the club and together with Barry Channon continues to help and grow the junior section.

Please don't just walk past his shop and wave, pop in and say hello and get to know him better.

Well done to the volunteer's this year, taking time to help run an event or help clear up on the course is much appreciated. And if any of you want to join in and haven't please do its away of improving your golf club.

Finally this is my last year as Chairman and Director of the club.

It's been an experience I will not forget. I have enjoyed meeting so many of the members and have as promised taken on board much of what you say.

I feel I am leaving at a time when the club has a great positive attitude. This is due to the support and hard work by all the Directors, Captains and Staff.

So, to those people coming on board the very best of luck. Please give them all the support you can.

Martin Collins

Advertising, Corporate & Marketing – Bill Lennon

A quieter year in terms of new initiatives but one where we have seen some encouraging signs that I believe are the reward for the work undertaken in previous years. The following are the main points:

- **New Web site** – whilst we had some initial teething problems with this site, something very normal for new IT developments, I do hope you all like the final version. The new version now automatically fits any platform that you are viewing from i.e. tablet, phone, laptop etc. whilst the new layout with extra pictures of the course reflects a more modern, professional club to any visitor of the site.
- **Course Signage** – this was installed some time ago now and after a few initial changes, to the position on some holes, has attracted positive reviews from members and visitors alike. The installation of the signage followed lengthy contract negotiations with the provider to ensure the best possible deal for the club and our members. Whilst the contract does include some courtesy rounds for the sponsors it is important to note that overall the project is 'cost neutral' to KHGC. We hope that these signs will continue to enhance the course for a number of years and as such provision has been made for our green-keepers to easily provide the routine maintenance essential for the quality of the signs to be maintained. We are still in negotiation with the providers and have high expectations that an additional sign for the 5th tee (ladies) and a course planner and notice board, located near the ball chute, will be delivered soon.
- **Course Flyover** – another project that involved lengthy negotiations with the provider and again one which was 'cost neutral' to KHGC. This facility is quickly becoming popular within golf clubs and allows potential visitors to view actual video footage of each hole before they book rounds with us. Whilst the filming of the flyover was completed early the editing of the film footage and uploading to our website was delayed due to internal issues of the provider. Hole by hole flyover of each hole is now available on our new website under 'Course' - simply click on each hole and the 'video' tab to view the footage. The initial discussions also included the provision of the hole by hole video footage and electronic score card etc. on i-phone something we propose to pursue in future.
- **Social Media** – an important addition to our portfolio over the last year. We now have both Facebook and Twitter sites which are being used primarily to post club messages i.e. daily course conditions etc. but which can also be used for inter-active messaging between members. We currently have over 600 'followers' on Twitter and 160 'friends' on Facebook. Both sites are regularly monitored to ensure the content meets the new guidelines set out by the club. Where such content does not meet our guidelines we reserve the right to remove any postings, or block a user from using our site.
- **Forebusiness** – this business networking group meets regularly on the last Thursday of each month. From small beginnings the group now have a regular turnout of around 30 who enjoy a networking breakfast before a game of golf. We receive a regular income from this group and have since its inception also received income from other events the members have booked at KHGC.
- **Visitors** – it is very encouraging to report that KHGC continues to attract visitors who regularly comment on the quality of the course and the friendly welcome afforded by the members, Pro and staff of KHGC. Revenue for the last year Jul 15 / Jun 16 shows an increase of 4.5%.

All these results are encouraging and could not be done without what is often the unseen hard work and dedication of Reunert Bauser our Club Manager and his staff.

Likewise the encouragement and support of the membership remains vital whilst driving forward these and any new initiatives.

Course – Debbie Knight

At the start of my year as Chairman of Greens, we had the new Tee signs installed on all the Tees.

New paths were necessary for the 5th, 6th, 7th and 8th, the continuation of the paths to the bottom of 8th and 9th were started in October 2016.

New winter Matts will be put in on the 1st, 12th, 13th, 14th and 18th this would have been done by the first week of October 2016.

Course manager Alan Magee and his team have been working hard, getting the fairways in a much better condition, this is due to the Hollow Core and Verti draining. We get a company in to do this because this is a 2 day job for them and this then frees up our Greens staff to get on with other projects.

Alan also gets another company to aerate the greens, this is normal practice due to the expense of the Air2G2 machine. The operator uses this machine on all the greens to enable the grass plants to grow healthy. This also minimises thatching which reduces diseases in the greens. This is done twice a yearly.

Course maintenance was done during March and September 2016

Greens - Applications of soil Surfactant, Seaweed on all greens. Scarification - 10mm deep, solid tine, top dressing (40 tonnes), application of organic fertilizer and then rolling.

Approaches – cut as required, scarification (6.5mm deep), verti-drained (17mm tines, 140mm deep 20 degrees heave) plus top dressing

Tees have had the same treatment.

The bunkers were topped up with 29 tonnes of sand, Alan and his team have been removing stones.

Verti-draining will start 16th of November for 2 days then, this is due to the late start to the season and dry summer. The hollow core will be done in March 2017.

There was a lot of rain in April, but the temperature really hurt us as this slowed down the growth of the grass, for this time of year. Hence making the season arriving late by as much as a month, this was not just locally it was nationally.

During May we lost Andy one of the green staff, he went to Ferndown Golf Club, we wish him well for the future.

We have employed an apprentice Scott, who is attending Kingston Maurward College. Adrian another member of the valued team has just finished his level 2 NVQ in sports Turf management.

I'm sure that we would all agree, the greens have been fantastic this year and a big thank you must go to Alan and all his staff for this achievement.

FINANCE REPORT

As Finance Consultant rather than a Director this year I have had little involvement on the Management Committee and so write this report from a slightly different perspective.

You will see from the annual accounts that we are reporting a positive report for the year to June 2016. The weather which has in previous years impacted on our income has been good all year and the number of course closures has been minimal accordingly.

We started the year 2015-2016 with 404 playing members. We are now back to June 2012 membership levels which is very encouraging. During the year 154 new members joined (many of them but not all from Canford Magna Golf Club), 49 full fee paying members transferred to other categories and 60 playing members resigned finishing the year with 480 members. As at the 8th September 2016 I am pleased to say that we already have an additional 27 new playing members including 10 full playing members and 12 flexible members.

Overall the Club reports a surplus for the year of £11,354 compared to a loss of £556 for the year 2014-15. Both the ladies and seniors sections made small surpluses (£409 and £2,654 respectively, totalling £3,063) and therefore contribute to the profit figure for this year.

Total income at £487k is £33k higher than last year. The main contributing factors are Subscription income £14k, Course Improvements fund (Captains Charity monies raised 2013-15) £4.7k and Voluntary and Compulsory Loans reclaimed £11k.

Total costs for 2015-16 are £19.4k higher than last year and the main reasons for this increase are as follows:

Course upkeep £22k increase year on year – increased Staff costs, cost of course improvements (funded in part by the captain's charity funds) including materials and increased machinery repairs and maintenance.

Administration costs increased by £11k – increased staff costs due to the reallocation of a member of staff from bar to administration.

The increases were offset by Services to members costs which decreased by £4k (reduction in affiliation fees of £4k due to the timing of our payment to the DCGU) and Finance and Depreciation charges which decreased by £11k year on year.

No large capital purchases were made during this financial year. During 2015-16 a number of small cost items were purchased the most expensive of which was a small panel van costing £1,800.

On the whole I have enjoyed my 7 years in office but after serving the club in the last year as Finance Consultant we now have a member who is willing to stand as Finance Director.

I would like to thank Reunert for all his support this year and I wish the new Finance Director every success in the role going forward.

Debbie Lennon
Finance Consultant

CAPTAIN'S REPORT

When I have been asked "So, how have you enjoyed your year as Captain?"

I have given the same reply every time - "I've been very lucky!". A great green-keeping team led by Alan Magee putting in such excellent work over the last three years combined with favourable growing-weather early in the summer led to our course being in the best condition even the longest-serving member could remember.

A wonderfully eclectic influx of new members gradually throughout the year led to our club's finances being in the best state for five years, which has allowed the committees to invest more in both the course and the clubhouse facilities.

The experience, hard work and support of all committee members this year including Chairman Martin Collins, President Alan Hebditch and Professional Andy Windsor, the patience & understanding of Lady Captain Pam Chard, Vice-Captain Debbie Lennon and Senior's Captain Rod Baggott & Vice-Captain Andy Groom, together with the experience and expertise of our management under Reunert Bauser, has all helped our membership enjoy a great year of golf. Going forward, this has enabled us to continue to invest in future improvements to our club both on and off the course.

We have had the privilege of hosting a number of prestigious County championships and Professional events; all our Open events have been well attended and appreciated by visitors, with deservedly positive comments about the condition of our course, facilities as well as the (renown) friendliness of our members and staff. Our own playing members have added more prestige to our club, with successes for our growing Junior Section and our Hardy A team who – at the time of writing – are on the verge of a league and cup double-winning season.

So yes, I have thoroughly enjoyed my year as Captain, but above all I recognise how lucky I am that a year which I'm sure will be remembered fondly as one of our club's best will just happen to have been the year that I was Captain!

NB - On a personal golfing note, this has also been a year during which I reached my lowest ever handicap (5.1) - so although I feel I could/should have done more in my official duties as your Captain, I have at least paid as much homage as I could to the game we all love. As I approach my 58th year, perhaps the Seniors Tour beckons? (Or at least the senior's roll-up!)

I wish our incoming Captain Trevor Townsend as much support and luck as I've had this past year, and I know with his passion for the game and his longstanding support for and devotion to Knighton Heath Golf Club he will serve us all to the best of his considerable ability, continuing to drive forward our success for years to come.

Patrick Peiro

Juniors – Andy Windsor

We currently have a junior section of 26 juniors, which is down from previous years and something that we would like to improve going forward.

We have recruited about 6 new juniors in the last few months, with the latest addition being Xin Wen (sister of Andy Su) who joins to boost the junior girls under 14's section.

The junior section this year has done incredibly well with some notable achievements throughout the year.

Junior Captain: Alex Pouliasis

KHGC Juniors win Dorset Junior Knock-Out Shield:

Knighton Heath Juniors were Winners in the Final of the Dorset Junior Knock-out this year! They beat Yeovil to get through to the Finals day at Ferndown Forest where they played Broadstone A in the Semi-Final and won with a great 1/2 point from the last match for Kieran Laird.

They went through to the Final against Broadstone B with another strong junior team. Great wins for Cameron Laird, Andy Su, Kieran Laird and John Ahern meant Knighton Heath win the Dorset Junior Knock-Out Trophy.

Knighton Heath Juniors have now qualified to go through to represent Dorset at the Regional Finals to be played at Burhill Golf Club, Surrey on 24th September.

Triangular:

Knighton Heath Juniors win Triangular Series!

We used a mixture of seasoned juniors and those representing Knighton Heath for the first time and did very well, lying 2nd place 18 points off the lead after the 1st Day at Bramshaw Golf Club.

We had a fantastic second leg, with our junior team all playing well ending up leading by 10 points after the 2nd Day at Shanklin & Sandown on the Isle of Wight.

A brilliant final leg saw our team make home advantage pay, finishing winners after the 3rd day at Knighton Heath.

Achievements:

Club Champion 36 Hole (Scratch): **Cameron Laird**

Club Championship (18 Hole Stableford): **Aidan Guttridge**

Club Champion 36 Hole (Nett): **Cameron Laird**

Order of Merit: **John Ahern** (leading currently)

Andy Su: 26 Hcap to 20 Hcap - has recently been selected to represent Dorset in the South West Golf Union Under 12's Four Counties event on Sunday 25th September at Dawlish Warren in Devon.

Cameron Laird: Finished runner up in the Parkstone Junior Open with net 66, as well as shooting net 63 in the final round of the Junior Club Championships. He has reduced his handicap this year from 16 to 12. Cameron is also part of the Dorset Academy and represents Dorset at Under 14 level.

John Ahern: has reduced his handicap from 19 to 14 this year and reached 2 Club Knock-Out finals this year. Unfortunately he lost in both finals, but has played very consistent golf this year. John has also won his division in Monthly medals on several occasions.

Jordan White: Beck Cup winner. Jordan played really well this year to reach the Beck Cup final and won in dramatic style holing a 20 ft. putt on the 1st extra play-off hole against fellow junior member John Ahern. Jordan is our Vice Captain and has reduced his handicap from 19 to 15 this year.

New additions to the Junior team have been: Aidan Guttridge, Amelia Guttridge, Jude Popham-Lithgow all of which have played a part in the success of the team this year.

We very much look forward to the Regional Finals of Junior Team Golf at Burhill Golf Club in Surrey on 24th September as a final away trip for all of the juniors who have played well this year.

Next year we hope to boost the section as much as we can and continue the success.

DCGU – Bill Kennedy

We did not quite achieve having both the County Men's and Ladies' Presidents from the same club. I handed over to John White of Bridport in March and Grace Burke takes over as the DLCA President this October.

The club hosted the County Boys Championship this year. Steffen Foley (Parkstone) got close to the amateur record with a fine 66 in his first round. Alex Poulialis was our sole representative and he came 14th. Other notable results include Cameron Laird playing for the County Under 14s and he with John Ahern made the Peter Alliss Young Masters final 16 knock-out stage. Bob Dilkes came 9th in the County Seniors 36 hole championship.

I have saved the best news until last. Our Junior Team, captained by Jordan White won the County Juniors Team championship at Ferndown Forest beating both the Broadstone teams in the final stages. They go on to play in the regional stage at Burhill Golf Club.

DLGU – Grace Burke

Unfortunately our Interclub and Beales Bronze teams haven't done so well this year but individually we have been more successful.

We started the year at Came Down with the Silver Spring Meeting, only three of our ladies entered but Jackie Stoodley a new member from Canford Magna came 11th in the gross competition out of 51 players. Our Bronze ladies did considerably better at their Spring Meeting at Queens Park, the Banister Cup for the best gross was won by Glo Greenwood with Jenny May runner up winning the Helen Edwards Cup, making a clean sweep by Knighton Heath. Well done to Jenny May who won this event last year.

The Seniors Championship at Ferndown in May had our biggest entry, Glo Greenwood and Grace Burke will collect 3rd and 5th prizes respectively in the nett competition at the County AGM from a record entry of 172. The Autumn Meeting at Wareham on 30th and 31st of August with two very hot days proved to be not to our liking. We have had entries in all the events this year and can be very proud of our success.

In my first year as County Ladies Vice President it has been a pleasure to see our ladies presented with trophies and perhaps before the end of my four year term we will have some entries on the Honours board.

COMPANY REGISTRATION NUMBER 01270334

**KNIGHTON HEATH
GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE
FINANCIAL STATEMENTS
FOR
30 JUNE 2016**

**Harrisons
Chartered Accountants**

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

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**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

DIRECTORS' REPORT

YEAR ENDED 30 JUNE 2016

The directors present their report and the financial statements of the company for the year ended 30 June 2016.

PRINCIPAL ACTIVITIES AND BUSINESS REVIEW

The principal activity of the company during the year continued to be that of a Golf Club.

RESULTS

The profit for the year, after taxation, amounted to £11,354.

DIRECTORS

The directors who served the company during the year were as follows:

Mr J Airth
Mr R Andrew
Mr B Channon
Mr M Collins
Mr A Hebditch
Mr C Knight
Mrs D Knight
Mrs D Lennon
Mr W Lennon
Mr P Peiro
Mr T Townsend

Mr J Airth was appointed as a director on 22 October 2015.

Mr T Townsend was appointed as a director on 22 October 2015.

Mr R Andrew resigned as a director on 22 October 2015.

Mr A Hebditch resigned as a director on 22 October 2015.

Mrs D Lennon resigned as a director on 22 October 2015.

FIXED ASSETS

The movement in fixed assets is set out in note 7 to the financial statements. During the year ended 30 June 2007 the premises were professionally revalued. On an existing use basis the premises, course, huts and washdown were valued at £900,000.

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

DIRECTORS' REPORT *(continued)*

YEAR ENDED 30 JUNE 2016

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that year.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

AUDITOR

Harrisons are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Each of the persons who is a director at the date of approval of this report confirm that:

- so far as each director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- each director has taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Registered office:
Francis Avenue
Bournemouth
Dorset
BH11 8NX

Signed on behalf of the directors



Mr M Collins

Director

Approved by the directors on 19 September 2016

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF
KNIGHTON HEATH GOLF CLUB LIMITED**

YEAR ENDED 30 JUNE 2016

We have audited the financial statements of Knighton Heath Golf Club Limited for the year ended 30 June 2016. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's shareholders, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's shareholders those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's shareholders as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITOR

As explained more fully in the Statement of Directors' Responsibilities set out on pages 1 to 2, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 June 2016 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF
KNIGHTON HEATH GOLF CLUB LIMITED *(continued)***

YEAR ENDED 30 JUNE 2016

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



MR M MAGRATH (Senior Statutory Auditor)

For and on behalf of
HARRISONS
Chartered Accountants
& Statutory Auditor

4 Brackley Close
Bournemouth International Airport
Christchurch
BH23 6SE

20 September 2016

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

PROFIT AND LOSS ACCOUNT

YEAR ENDED 30 JUNE 2016

	Note	2016 £	2015 £
TURNOVER	2	686,784	645,743
Cost of sales		<u>308,919</u>	<u>271,075</u>
GROSS PROFIT		377,865	374,668
Administrative expenses		368,486	363,184
Other operating income		<u>(10,950)</u>	<u>—</u>
OPERATING PROFIT	3	20,329	11,484
Interest receivable		313	244
Interest payable and similar charges	5	<u>(9,225)</u>	<u>(12,235)</u>
PROFIT/(LOSS) ON ORDINARY ACTIVITIES BEFORE TAXATION		11,417	(507)
Tax on profit/(loss) on ordinary activities	6	63	49
PROFIT/(LOSS) FOR THE FINANCIAL YEAR		<u>11,354</u>	<u>(556)</u>

All of the activities of the company are classed as continuing.

The company has no recognised gains or losses other than the results for the year as set out above.

KNIGHTON HEATH GOLF CLUB LIMITED COMPANY LIMITED BY GUARANTEE

BALANCE SHEET

30 JUNE 2016

	Note	2016 £	2015 £
FIXED ASSETS			
Tangible assets	7	537,464	557,523
CURRENT ASSETS			
Stocks	8	17,635	16,242
Debtors	9	66,707	72,552
Cash at bank and in hand		<u>215,346</u>	<u>174,235</u>
		299,688	263,029
CREDITORS: Amounts falling due within one year	10	<u>410,416</u>	<u>349,573</u>
NET CURRENT LIABILITIES		(110,728)	(86,544)
TOTAL ASSETS LESS CURRENT LIABILITIES		426,736	470,979
CREDITORS: Amounts falling due after more than one year	11	<u>86,569</u>	<u>142,166</u>
		<u>340,167</u>	<u>328,813</u>
RESERVES	15		
Other reserves	16	20,107	9,044
Profit and loss account	17	<u>320,060</u>	<u>319,769</u>
MEMBERS' FUNDS		<u>340,167</u>	<u>328,813</u>

These accounts were approved by the directors and authorised for issue on 19 September 2016, and are signed on their behalf by:



MR M COLLINS
Director

Company Registration Number: 01270334

KNIGHTON HEATH GOLF CLUB LIMITED COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared under the historical cost convention.

Cash flow statement

The directors have taken advantage of the exemption in Financial Reporting Standard No 1 (Revised 1996) from including a cash flow statement in the financial statements on the grounds that the company is small.

Turnover

The turnover shown in the profit and loss account represents amounts receivable during the year from members and visitors for goods provided and services rendered.

Fixed assets

All fixed assets are initially recorded at cost.

Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Plant & Equipment	-	25%
Furniture & Fittings	-	10%
Huts & Washdown	-	5% from the year following completion
Watering systems	-	10%

All course plant and equipment purchased since 1 July 2012, and costing in excess of £5,000, shall be depreciated on a straight line basis over its expected useful life of 10 years.

In addition computer equipment included in fixtures and fittings is depreciated at 25%.

The estimated residual value of the company's freehold properties is in excess of its net book value. It is the company's policy to maintain this property so that the estimated residual value will not be impaired over time. The costs of this maintenance are charged to the profit and loss account as incurred. The directors are of the opinion that any depreciation in respect of the company's freehold property would be immaterial and consequently no provision is made in the accounts for such depreciation.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

KNIGHTON HEATH GOLF CLUB LIMITED COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

1. ACCOUNTING POLICIES *(continued)*

Hire purchase agreements

Assets held under hire purchase agreements are capitalised and disclosed under tangible fixed assets at their fair value. The capital element of the future payments is treated as a liability and the interest is charged to the profit and loss account on a sum of digits basis.

Finance lease agreements

Where the company enters into a lease which entails taking substantially all the risks and rewards of ownership of an asset, the lease is treated as a finance lease. The asset is recorded in the balance sheet as a tangible fixed asset and is depreciated in accordance with the above depreciation policies. Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the profit and loss account on a sum of digits basis, and the capital element which reduces the outstanding obligation for future instalments.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

Pension costs

The company operates a defined contribution scheme on behalf of certain employees. Contributions are charged to profit and loss account as incurred.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

2. TURNOVER

The turnover and profit before tax are attributable to the one principal activity of the company.

An analysis of turnover is given below:

	2016	2015
	£	£
United Kingdom	<u>686,784</u>	<u>645,743</u>

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

3. OPERATING PROFIT

Operating profit is stated after charging:

	2016 £	2015 £
Directors' remuneration	—	—
Depreciation of owned fixed assets	22,047	27,528
Depreciation of assets held under finance lease agreements	8,911	8,911
Auditor's remuneration - as auditor	<u>3,800</u>	<u>3,800</u>

4. PARTICULARS OF EMPLOYEES

The average number of staff employed by the company during the financial year amounted to:

	2016 No.	2015 No.
Administration staff	3	2
Course maintenance staff	5	4
Club house staff	4	6
Catering staff	<u>6</u>	<u>6</u>
	<u>18</u>	<u>18</u>

The aggregate payroll costs of the above were:

	2016 £	2015 £
Wages and salaries	251,238	229,375
Social security costs	14,998	12,312
Other pension costs	<u>6,948</u>	<u>6,961</u>
	<u>273,184</u>	<u>248,648</u>

5. INTEREST PAYABLE AND SIMILAR CHARGES

	2016 £	2015 £
Interest payable on bank borrowing	6,180	7,407
Finance charges	<u>3,045</u>	<u>4,828</u>
	<u>9,225</u>	<u>12,235</u>

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

6. TAXATION ON ORDINARY ACTIVITIES

(a) Analysis of charge in the year

	2016 £	2015 £
Current tax:		
UK Corporation tax based on the results for the year at 20% (2015 - 20%)	<u>63</u>	<u>49</u>
Total current tax	<u><u>63</u></u>	<u><u>49</u></u>

(b) Factors affecting current tax charge

The tax assessed on the profit/(loss) on ordinary activities for the year is lower than the standard rate of corporation tax in the UK of 20% (2015 - 20%).

	2016 £	2015 £
Profit/(loss) on ordinary activities before taxation	<u>11,417</u>	<u>(507)</u>
Profit/(loss) on ordinary activities by rate of tax	2,283	(101)
Expenses not deductible for tax purposes	(2,283)	101
Tax on investment income	<u>63</u>	<u>49</u>
Total current tax (note 6(a))	<u><u>63</u></u>	<u><u>49</u></u>

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

7. TANGIBLE ASSETS

	Freehold Property £	Plant & Equipment £	Furniture & Fittings £	Huts & Washdown £	Automatic Watering £	Total £
COST						
At 1 Jul 2015	375,198	271,262	127,323	141,351	65,467	980,601
Additions	–	5,356	5,543	–	–	10,899
At 30 Jun 2016	375,198	276,618	132,866	141,351	65,467	991,500
DEPRECIATION						
At 1 Jul 2015	35,000	199,313	72,152	53,754	62,859	423,078
Charge for the year	–	14,581	8,661	7,068	648	30,958
At 30 Jun 2016	35,000	213,894	80,813	60,822	63,507	454,036
NET BOOK VALUE						
At 30 Jun 2016	340,198	62,724	52,053	80,529	1,960	537,464
At 30 Jun 2015	340,198	71,949	55,171	87,597	2,608	557,523

Finance lease agreements

Included within the net book value of £537,464 is £54,948 (2015 - £63,859) relating to assets held under finance lease agreements. The depreciation charged to the financial statements in the year in respect of such assets amounted to £8,911 (2015 - £8,911).

8. STOCKS

	2016 £	2015 £
Stock	<u>17,635</u>	<u>16,242</u>

9. DEBTORS

	2016 £	2015 £
Other debtors	34,776	37,703
Prepayments and accrued income	<u>31,931</u>	<u>34,849</u>
	<u>66,707</u>	<u>72,552</u>

Included within other debtors is a balance of £6,374 (2015: £6,374) due from HMRC regarding the repayment of VAT on green fees. Additional claims have been submitted by the Club and will be accounted for on recovery in a future period. HMRC have agreed to pay claims dating from 1st January 2012. Claims prior to this date are still being disputed.

KNIGHTON HEATH GOLF CLUB LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

10. CREDITORS: Amounts falling due within one year

	2016	2015
	£	£
Bank loans	23,955	23,922
Payments received on account	293,593	231,867
Trade creditors	54,892	52,380
Corporation tax	–	49
PAYE and social security	3,472	4,404
VAT	4,875	5,448
Finance lease agreements	19,389	17,607
Other creditors	1,839	4,376
Accruals and deferred income	8,401	9,520
	<u>410,416</u>	<u>349,573</u>

Bank loans are secured on the freehold property and by way of a fixed charge over the assets of the Club. All 3 loans are repayable over 10 years with interest rates of base plus 2%, 5.91% and 7.45%. The two loans with fixed interest rates have monthly repayments of £888.58 and £965.18. The variable rate loan has monthly repayments of £725.76.

The following liabilities disclosed under creditors falling due within one year are secured by the company:

	2016	2015
	£	£
Bank loans	<u>23,955</u>	<u>23,922</u>

11. CREDITORS: Amounts falling due after more than one year

	2016	2015
	£	£
Bank loans	70,714	95,522
Finance lease agreements	3,405	22,794
Compulsory loans	12,450	22,250
Voluntary loans	–	1,600
	<u>86,569</u>	<u>142,166</u>

Bank loans are secured on the freehold property and by way of a fixed charge over the assets of the Club. All 3 loans are repayable over 10 years with interest rates of base plus 2%, 5.91% and 7.45%. The two loans with fixed interest rates have monthly repayments of £888.58 and £965.18. The variable rate loan has monthly repayments of £725.76.

The following liabilities disclosed under creditors falling due after more than one year are secured by the company:

	2016	2015
	£	£
Bank loans	<u>70,714</u>	<u>95,522</u>

KNIGHTON HEATH GOLF CLUB LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

11. CREDITORS: Amounts falling due after more than one year *(continued)*

The following aggregate liabilities disclosed under creditors falling due after more than one year are due for repayment after more than five years from the balance sheet date:

	2016	2015
	£	£
Bank loans and overdrafts	<u>29,324</u>	<u>38,093</u>

12. COMMITMENTS UNDER FINANCE LEASE AGREEMENTS

Future commitments under finance lease agreements are as follows:

	2016	2015
	£	£
Amounts payable within 1 year	19,389	17,607
Amounts payable between 1 and 2 years	3,405	19,389
Amounts payable between 3 and 5 years	-	3,405
	<u>22,794</u>	<u>40,401</u>

Finance lease agreements are analysed as follows:

Current obligations	19,389	17,607
Non-current obligations	3,405	22,794
	<u>22,794</u>	<u>40,401</u>

13. COMMITMENTS UNDER OPERATING LEASES

At 30 June 2016 the company had annual commitments under non-cancellable operating leases as set out below.

	Assets other than Land and buildings	
	2016	2015
	£	£
Operating leases which expire:		
Within 2 to 5 years	<u>4,308</u>	<u>4,308</u>

14. RELATED PARTY TRANSACTIONS

The general manager was resident during the current and prior year in premises owned by the club. No rent is paid for this.

No further transactions with related parties were undertaken such as are required to be disclosed under Financial Reporting Standard 8.

15. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee and does not have a share capital. The liability of each member in the event of the company being wound up is set out in note 18 to the financial statements.

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

16. OTHER RESERVES

	2016 £	2015 £
Seniors section:		
Balance brought forward	4,894	3,683
Transfer from the Profit and Loss Account	<u>2,654</u>	<u>1,211</u>
	<u>7,548</u>	<u>4,894</u>
	2016 £	2015 £
Ladies section:		
Balance brought forward	4,150	5,814
Transfer from/(to) the Profit and Loss Account	<u>409</u>	<u>(1,664)</u>
	<u>4,559</u>	<u>4,150</u>
	2016 £	2015 £
Course and clubhouse improvement reserve:		
Transfer from the Profit and Loss Account	<u>8,000</u>	<u>—</u>
Other reserves total	<u>20,107</u>	<u>9,044</u>

17. PROFIT AND LOSS ACCOUNT

	2016 £	2015 £
Balance brought forward	319,769	319,872
Profit/(loss) for the financial year	11,354	(556)
Attributable to seniors section reserves	(2,654)	(1,211)
Attributable to ladies section reserves	(409)	1,664
Transfer to course and clubhouse improvement reserve	<u>(8,000)</u>	<u>—</u>
Balance carried forward	<u>320,060</u>	<u>319,769</u>

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

18. MEMBERS LIABILITIES

Every member undertakes to contribute an amount not exceeding £6 for ordinary members, £5 for lady members, and 10p for other members in the event of the club being wound up.

At the year end the total number of fee paying members who had renewed for the following year was as follows:

	2016	2015
	No	No
Total	<u>480</u>	<u>404</u>

**KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE**

MANAGEMENT INFORMATION

YEAR ENDED 30 JUNE 2016

**The following pages do not form part of the statutory financial statements
which are the subject of the independent auditor's report on pages 3 to 4.**

KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE
TRADING AND PROFIT AND LOSS ACCOUNT
YEAR ENDED 30 JUNE 2016

		2016		2015	
		£	£	£	£
INCOME					
Subscriptions	1	384,456		370,099	
Green fees		54,137		51,236	
Surplus on amusement machines	2	1,628		1,964	
Bar and catering profit	3	24,078		23,580	
Locker rents		5,368		5,191	
Surplus on buggy rental		912		1,586	
Pool table income		52		109	
Bank interest receivable		313		244	
Other operating income		<u>10,950</u>		<u>—</u>	
			481,894		454,009
EXPENSES					
Upkeep of course	4	179,065		157,054	
Services to members	5	41,882		45,682	
Club house expenses	6	113,068		111,918	
Administration	7	76,422		65,369	
Finance	8	32,145		37,601	
Depreciation	9	<u>30,958</u>		<u>36,439</u>	
			473,540		454,063
SURPLUS/(DEFICIT) FOR THE YEAR					
BEFORE TAXATION			8,354		(54)
Taxation			<u>63</u>		<u>49</u>
CLUB RETAINED					
SURPLUS/(DEFICIT)			8,291		(103)
SENIORS SECTION SURPLUS	10		2,654		1,211
LADIES SECTION					
SURPLUS/(DEFICIT)	11		<u>409</u>		<u>(1,664)</u>
OVERALL RETAINED					
SURPLUS/(DEFICIT)			<u>11,354</u>		<u>(556)</u>

KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE DETAILED PROFIT AND LOSS ACCOUNT

YEAR ENDED 30 JUNE 2016

	2016		2015
	£	£	£
1. Subscriptions			
Subscriptions	384,456		370,099
	<u>384,456</u>		<u>370,099</u>
2. Surplus on amusement machines			
Fruit machines income	1,628		1,964
	<u>1,628</u>		<u>1,964</u>
3. Bar and catering profit			
Bar income	110,522		105,739
Bar purchases	<u>(45,257)</u>		<u>(42,348)</u>
Bar gross profit	65,265		63,391
Catering income	94,836		88,839
Catering purchases	<u>(35,698)</u>		<u>(32,989)</u>
Catering gross profit	59,138		55,850
Total gross profit	124,403		119,241
Wages and salaries	(91,941)		(87,642)
NIC on wages and salaries	(4,766)		(4,269)
Staff pension contributions	(253)		(264)
Equipment maintenance	(2,749)		(3,206)
Crockery replacements	<u>(616)</u>		<u>(280)</u>
	(100,325)		(95,661)
Net profit/(loss)	<u>24,078</u>		<u>23,580</u>

KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE DETAILED PROFIT AND LOSS ACCOUNT

YEAR ENDED 30 JUNE 2016

	2016		2015
	£	£	£
4. Upkeep of course			
Course wages and salaries	106,517		97,891
NIC on course wages and salaries	9,161		8,903
Staff pension contributions	2,921		2,721
	<u>118,599</u>		109,515
Captain's charity fund	(4,720)		–
Course maintenance and improvement	12,524		206
Course machinery repairs and maintenance	13,291		9,560
Water rates	7,109		9,948
Course sundries	1,055		498
Furniture	2,532		2,504
Health and safety	1,684		1,656
Materials	20,931		17,187
Fuel and oil	6,060		5,980
	<u>179,065</u>		<u>157,054</u>
5. Services to members			
Professional retainer	20,400		20,000
Affiliation fees	3,005		6,988
Juniors Designated Fund	2,584		2,947
Competition	741		406
Sponsorship	1,000		1,000
Bar discount	8,781		8,999
Catering discount	5,371		5,342
	<u>41,882</u>		<u>45,682</u>

KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE DETAILED PROFIT AND LOSS ACCOUNT

YEAR ENDED 30 JUNE 2016

	2016		2015
	£	£	£
6. Club house expenses			
Rates including sewerage and trade waste charges	42,865		42,389
Insurance	8,778		6,854
Heat & Light	19,748		19,865
House maintenance	9,129		7,893
General maintenance	5,980		5,588
Cleaning	15,732		18,645
Laundry	2,088		1,628
Security	2,613		3,174
TV and music licences	768		650
Sky TV	1,399		706
House sundries	1,724		1,816
House equip hire/lease	671		1,526
Other licences	554		658
Health & Safety	1,019		526
	<u>113,068</u>		<u>111,918</u>
7. Administration			
Administrative staff salaries	52,780		43,842
Employers national insurance contributions	4,071		3,140
Employers national insurance allowance	(3,000)		(4,000)
Staff pension contributions	<u>4,027</u>		<u>3,976</u>
	57,878		46,958
Telephone	3,215		1,880
Printing, stationery and postage	4,209		3,257
Computer software maintenance	4,152		5,197
Staff welfare	98		212
Sundry expenses	745		(422)
Advertising	1,475		1,642
Legal and professional fees	–		905
Stock-taking fees	780		780
Accountancy fees	70		1,160
Auditors remuneration	<u>3,800</u>		<u>3,800</u>
	<u>76,422</u>		<u>65,369</u>

KNIGHTON HEATH GOLF CLUB LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE DETAILED PROFIT AND LOSS ACCOUNT

YEAR ENDED 30 JUNE 2016

	2016	2015
	£	£
8. Finance		
Bank interest payable	6,180	7,407
Hire purchase and finance lease charges	3,045	4,828
Bank charges	5,118	4,588
Loan/overdraft arrangement fees	—	900
Irrecoverable VAT	17,802	19,878
	<u>32,145</u>	<u>37,601</u>
9. Depreciation		
Depreciation of plant and machinery	14,581	20,605
Depreciation of fixtures and fittings	8,661	8,206
Depreciation of huts & washdown	7,068	6,980
Depreciation of watering system	648	648
	<u>30,958</u>	<u>36,439</u>
10. Seniors section		
Income	28,959	21,526
Expenditure	(26,305)	(20,315)
	<u>2,654</u>	<u>1,211</u>
11. Ladies section		
Income	20,066	13,345
Expenditure	(19,657)	(15,009)
	<u>409</u>	<u>(1,664)</u>

NOTES:



Exhibition Match 1934 - Percy Alliss v Alf Padgham



This is green cutting in the late 1930's!



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