

Summary of the meeting of the Board of Directors of Catalina Club

154 Beach Road, Batemans Bay



HELD ON	Thursday, 19 March 2026 (BOD26.3)
OPENED	2:49pm
ATTENDANCE	C. Flynn (Chair), B. Allen, R. Gercken, M. Lowe, J. Shattles, C. Lyttle, J. Shattles, Guy Chapman (General Manager),
GUEST	
WELCOME	Welcome to Country
APOLOGIES	A. Hall, M. Judd (Assistant General Manager)

The meeting opened with a visit from TK, our new Gaming & Compliance Manager. TK was welcomed by all Directors to the Catalina Team.

DECLARATIONS & CONFIRMATIONS

All Directors in attendance confirmed the necessary governance requirements.

It was RESOLVED that the Board Meeting minutes of Thursday 19 February 2026 be accepted.

- Noted the upcoming Director Diary Dates.
- Noted the Out of Session motion on 27th February 2026, to approve Managements recommendation to accept the **Quote to install external blinds on the terrace.**
- **Business Arising** from February 2026 Minutes:
 - 17 Action List items completed.
 - 29 Action List items identified as on hold or in progress.

STRATEGIC DIRECTION

- The GM provided a hard copy of the full **2025 Strategic Plan** for each of the Board members with the GM putting together a summarised version for members.
- The GM reported that of our Strategic Goals we have achieved a level of better than 83% across all six strategic goals.

STANDING REPORTS

General Managers Report

- **Catering Contract** – has been reviewed and will be signed for a further 3 years with Atick. Congratulations to Atick, the Club looks forward to furthering our excellent relationship.
- **Cyber Security** – a workshop has been held with our IT providers and an independent Cyber Security specialist, to go through our Cyber Assessment and complete a current Cyber Health Check. The health check covers the essential eight framework and industry-recognised baseline security practices. A completed assessment will be received and work to action the deficiencies/vulnerabilities with both providers will begin. However, initial discussions post assessment show we are doing well.
- **Honour Boards** – Website and Inhouse – looking to further improve the functionality of these.
- **Future Major Projects** – Legal advice on best way to progress and manage has been received. Commenting on Contract Type, Competitive Procurement, Project Management and Architect.
- **Mandatory Gaming Machine Shut down period** – 1 April 2026. All gaming machine activity will be restricted to 10am to 4am daily. The clubhouse will continue to open at 9am, however, Gaming will be closed from 9am to 10am, and open for play from 10am each day.
- **Member Survey** - The key results of the recent golfing members survey have been circulated to the membership via our Golf Newsletter through the Presidents Update to members on Friday 30 January 2026 with a full clubhouse copy available for members to review whilst on site. This is available from Reception. A spreadsheet of key outcomes and potential tasks from the Member Survey for the Board and various committees to consider and action.

- **GMDC Course – Emilie Thompson** - has been accepted into the upcoming GMDC Course with the Leagues Club Association of Australia. Congratulations to Emilie.
- **Gaming & Compliance Manager** - TK started with the Club as of Wednesday 4 March 2026 and after just one week is exceeding our expectations in regard to his gaming knowledge and results. This should be a great opportunity for the Club to continue to improve in all facets of Gaming and Compliance.



- **ClubsNSW and CMA Network Dinner, CEI, Compliance Session and Meetings – hosted at Catalina Club** – A very successful network dinner and meetings were held on 3rd & 4th March. The theme for the Network dinner was Mexican.
- **68 Golf Links Drive – Rental Long Term** – A senior member of our Team will take occupancy at market rate once rental agreement addressing legal and best practice requirements, NSW Fair Trading and Rental Bonds have been sorted.
- The current **Visitor Prize Ledger** has been building up to an excessive amount. It has been agreed that all visitor points greater than 3 years old will be purged. This is in line with gift card policies. A new policy for visitor prizes will be introduced where visitor prizes must be used within 18 months of issue or they are forfeited. This will allow our visitors the opportunity to return for the event the following year and still be able to redeem their points.

Assistant General Manager's Report

- **Courtesy Buses** - With continuation of the growth we have seen across our Business, we have been experiencing some challenges with our courtesy buses in meeting our members expectations. A business case will be presented to the Board with recommendations to move forward on addressing this issue.
- **Harley Kruse Visit, course architect** - Harley visited our site Monday 9 March. The purpose of this visit was to provide guidance for the Superintendent to fill in the bunker short-right of the 15 hole (at members request). Other reasons for the visit were to discuss a path forward for the redesign, namely the relocation of the 18 green west of the creek line, addition of the new second hole and the inclusion of holes 4 & 5 in the location of the current 6 hole in accordance with the Course Masterplan.
- **Café** - Procurement of Oven for café to ensure consistency and speed for café purchases. A quote has been received. Just considering physical placement before actioning.
- **BIG FANS** – A quote for 3x BAFs for the terrace area to compliment the new EHI Blinds was presented and approved.
- **Timesheet/Membership renewal Report** – In looking at timesheet capacity, for both Competition and Social Golf, our numbers continue to grow in all departments. While Membership is stable at where the final total stood at the end of the last Membership cycle, history says we will continue to sign up Members through the time period before renewals. Both Saturday and Tuesday Competition timesheets, while quite full over the busy January Holiday period, still have some space in remainder of the year, on average 8% on Saturdays and 14% on Tuesdays. These are only averages. On this premise we are reaching capacity of our 7 Day Membership.

HR Matters - Total Employees 121, Male 65, Female 56.

- Recruitment – Workforce stability was maintained in February 2026, with limited recruitment activity as resourcing across key operational areas remained stable. There continues to be a keen focus on providing internal employment and development opportunities for existing team members, supporting capability growth and employee retention.
- Learning & Development – Activity remained strong with 165 hours of structured training delivered across operational, safety and professional development programs. Targeted upskilling continues across several operational areas, including cellar operations, cocktails, reception (front office) and duty manager responsibilities.
- Workers' compensation – There were no new workers compensation claims lodged during the reporting period. WHS remains low and well managed.
- Overall, workforce operations remain stable, with continued focus on capability development, compliance and maintaining a positive and supportive workplace culture.

Director of Golf - Course Report & Statistics – February 2026

February 2026 – 6,338 – Average 226 players per day

February 2025 – 6,451 – Average 230 players per day

Financial YTD 2026 – 54,449 – 224 players per day

Financial YTD 2025 – 51,442 – 212 players per day

- February saw a small decline in numbers in comparison to 2025. February 2025 was a perfect month for weather, whereas we had a couple of days, including a couple of Sundays where the field was reduced by half due to weather as well as 2 Thursdays that were partly impacted as well. This would likely have an impact on our Social numbers. We had a group of 28 players with carts for 2 days last year that played elsewhere this year which, with the weather, will explain a large part of the reduction in Green Fees, Carts and to a lesser extent, the small drop in Range usage.
- Member Social usage remained strong, although slightly down in 18 hole rounds
- Competition numbers were marginally down due to the weather as well as our Saturday Ladies going through a transition. We have lost a couple of Ladies that typically play on a Saturday, more are moving over to the Medley field which will obviously impact the Saturday Ladies field. For a number of months the Saturday Ladies Competition has battled remaining numbers, to the point now where we need to look at alternatives to maintain interest.
- Overall golfing numbers remain strong for the 2026 financial year. At present we are averaging 224 players per day for the year, up from 212 last year. Our morning fields continue to be solidly booked with available space in the afternoons common.
- Retail remained relatively stable although we had a strong February last year with Golf Club sales which wasn't replicated this year.
- We have another 2 Fitting Days lined up for March. **Srixon / Cleveland and Titleist** are both scheduled to appear in the upcoming month. We have had some great success over the past couple of fitting days which should give increased confidence in our fit out of the new Driving Range and the ability to do more detailed club fits on site here at Catalina.
- Tim has more series of Ladies Clinics beginning in early March which are again filled to capacity. The transition to Membership is always the challenge but looking at Monday morning 9 Hole Competition numbers, we are beginning to get some nice traction. We are averaging over 30 for February for this 9 Hole Competition now which is pleasing.
- **Juniors, Cadets & AGF Junior Girls** - All programs restarted in February
 - AGF girls have 5 regularly attending, 2 of the girls have netball commitments for Term 1 but will return in Term 2
 - Wednesday Cadets regularly has 30 Cadets enthusiastically attending
 - Thursday Juniors also is strong with 6 – 8 each week.
 - Our Juniors have represented well across the month.

- Bill, Bronte & Alex are all competing in Sydney Metropolitan Pennant with some great success. Each of them has won multiple matches in a very strong competition which is pleasing to see.
- Keith and Jasper made the journey to Wagga for their Junior Masters with Keith finishing 14th being the highlight. He had 2 consistent rounds finishing 1 over for the tournament.
- Lachie, Emma & Jasper will head to Tamworth in April as Members of the SESA Squad for the Regional Academy Games, more details will follow.
- Preparations are beginning for the rollout of the 2026 NSW Junior Championships, again being held jointly between Catalina and Moruya.
- **Looking Forward -**
 - Bay Open has reached 200 players for each of the Saturday & Sunday. Friday sits at 130 which is roughly the number we had last year. Already it looks like we will have a bigger field than last year. Players are welcoming the ability to book in earlier and plan their trips well in advance.
 - Our International Women's Day is booked out for Sunday March 8th. 2 sessions with 12 new ladies in each class should ensure our next series of clinics are well populated. Between Tim, Gill and the ladies Committee we have a list of activities organised for the morning and afternoon sessions.
 - Legacy have decided against running their annual Charity Day this year, although discussions are ongoing for the Club to potentially coordinate this year.
 - Entry forms for Senior Open & Junior Open are circulating and entries starting to roll in.

Superintendent Report

- **Course:** Work has been undertaken to replace turf on 18th Fairway in the low bare spots and the material taken has been transplanted at the start of the fairway to lift and grass low spots. All kikuyu surfaces are still being cut twice a week with growth regulators still active. Small patches of disease are evident on fairways and have been treated with a fungicide. Fairway areas have been widened significantly to get the laps back out as far as tree roots and the sprinkler lines will allow. New drainage has been installed in the 8th rough to alleviate the need to pump water off the 8th fairway. This will allow that area to drain without intervention, during times we aren't on site, and should reduce the need for extended course closures on that 9. Heavy topdressing has also occurred on 23 to smooth out the rough surfaces that carts travel across.
- **Greens:** Greens are performing well except for the humid/wet weather producing unattractive black algae beneath the canopy, this can be chemically treated but the best treatment is to dry it out and possible increase water penetration through verti-draining and use of penetrants. Greens are soft as a result.
- **Weather & Irrigation:** 10.3 megalitres of irrigation was used with 29mm of rain falling in February.
- **Gardens:** Weed control in all areas continues with new plantings and mulching out the front of the Clubhouse.
- **Wildlife:** Corellas continue to dethatch fairways and tees with the occasional bit of damage still observed around cups and sporadically over greens.
- **Aborist:** Tree work has occurred on the 18th, 4th and 26th rough areas.
- **Staff Training & Culture:** Vince and I have completed a working safely at heights course. This will allow us to undertake repairs on the shed roof safely and in compliance with state WHS regulations.



Top Left- Planted and Mulched Top area out the front of club.

Middle- 15th hole

Top Right- Heavy Top-dress on 23rd

Marketing Report

- February marked another confident step forward for Catalina Club, reinforcing the strength of the strategic direction set over the past eighteen months. While trading naturally moderated from the extraordinary heights of peak summer, performance remained robust, events were executed to a high standard, and member engagement continued to deepen across dining, bar, golf and digital platforms.
- The Club is growing in its capability to compete beyond traditional expectations by delivering a premium experience through thoughtful programming, early campaign activation and disciplined execution. Strategy continues to mature, shifting from volume-led activity to structured, premium positioning and storytelling.
- In golf, forward momentum remains strong. Major tournaments are filling earlier than ever before, and the International Women's Day initiative demonstrated both leadership and inclusivity, expanding participation and strengthening the pipeline for future membership growth.
- Corporate partnerships are being proactively supported to ensure Catalina remains highly visible in emerging AI-driven search environments.
- The Club's transformation continues to yield dividends. Year-on-year growth across social and website platforms confirms sustained brand expansion beyond our immediate catchment. High-profile moments demonstrate Catalina's growing regional and interstate relevance.
- The Club enters autumn from a position of strength operationally stable, digitally advanced and increasingly recognised as a leading regional destination. This progress reflects clear governance, consistent investment and the steady leadership that has guided Catalina through transformation into long-term growth.

RESOLVED that the Management Reports as presented be accepted.

SUB COMMITTEES

- Workplace Health & Safety Committee - noted
- Vets Golf Committee Minutes – noted
- GG&C Minutes - noted
- Ladies Golf Committee Minutes – noted

RESOLVED that the Sub Committee reports/minutes be accepted.

CORRESPONDENCE INWARD/OUTWARD

IN	ClubGRANTS – Bowerbirds Art Trail
IN	ClubGRANTS – Batemans Bay Legacy
IN	ClubGRANTS Sponsorship – Batemans Bay Football Club
IN	ClubGRANTS Sponsorship – Batemans Bay Tigers
IN	Liquor Accord minutes
IN	Member email re Halfway hut
IN	By-Law 16 Grounds, Greens & CATs Committee Updated
IN	By-Law 10 Owning & Driving a Golf cart Updated

IN	Delegation of Authority – By-Law A2 Updated
IN	Café Oven Quote
IN	Legal response re Key Construction risks & Commercial considerations
IN	Quote for additional sliding doors in Stretton Lounge
LATE IN	Insurance Brokers Recommendations
LATE IN	Members email re Concessional Annual Membership Subscription Fees when paying in full for 7 Day and 5 Week Days
LATE IN	Members request for repairs re Roof damage
LATE IN	Dean Trailer Purchase – Business Case
LATE IN	February Visitation data
LATE IN	Membership Ready reckoner
LATE IN	2026/27 Membership & Golf fees charges Review
LATE IN	Updated PHAT defect list
LATE IN	By-law 3 Country member updates
LATE IN	Email from Director re Financial matters
OUT	N/A

It was resolved that Inward and Outward correspondence be accepted as presented.

PAST PERFORMANCE

RESOLVED that Management accounts for February 2026 be accepted.

RESOLVED that the Financial Performance Report & Statutory Lodgements for February 2026 be accepted.

Gaming Reports – Noted.

Membership Reports - RESOLVED that all applications for February 2026 membership be accepted as presented.

Governance & Compliance

RESOLVED that all compliance reports be accepted.

GENERAL BUSINESS

- **Courtesy Bus** – As discussed in the AGM report.
- **Gaming Business Unit Plan** – The GM advised that as reported previously, the Gaming Business Unit Plan has progressed very well and is generally complete.
- **Compliance Officer AUSTRAC** – as of 20 March 2026 – TK Davis Brooking – Compliance Officer
- **Electricity Agreement and Capacity** – The GM advised this time of year is the best time to go to market. The Chair commented that we should only sign up for a 12-month contract for 3% increase initially with a view to review this time next year given the current energy climate.
- **Section Reimbursement per km** – the GM suggested an update of our Section travel expenses policy to increase from 0.30c per km to 0.50c per km from 1 March 2026 due to the current fuel increases.
- **2026/27 P & L Cashflow and CAPEX Budget** – is underway.
- **BB Open - Sat and Sunday (2 tee start) 228 players FULL 6 weeks out, Friday 130 (1 tee start)**
- **Course Restrooms** – awaiting second quote. Chair requested further information on planned alterations.
- **Harley Kruse Visit** – Harley summarised potential works, that could be started in preparation for when the building and range work start. The current 18 green area will make way for lay down and

works zone for site office and materials receivals for the new building project. Note we need to allow for a 16 week grow in period for greens which would mean seeding green by end of August for a Xmas opening.

- **Borrow Pits** - The aim of these works would be to build new elevated (above flood levels) green and tee sites using sand fill sourced from site. Darcy and Harley identified the borrow pits and we will make up on plan.
- **Detail Design Phase** - the detailed design scope of works including grading design of the golf course features, grassing plan, bunker and path locations. These will help with cost estimation, pricing of the works, and ultimately for the works to be done in the field.
- consideration of rest of course impacts based on Harley's stage 1 recommendations will need to be planned.
- **Membership 2026/27 Fee increases & Ready Reckoner** – The GM went through the Membership Ready Reckoner for discussion with the Board and the following points were made:
 - Constitutional change to exclude Country members for standing for Board election to be voted on at AGM.
 - Identify Pennant players for entitlements in ready reckoner.
 - Increase of Membership fees in line with CPI increases, Wages, Electricity, Insurance, Fuel and potentially food, have increased considerably, Diesel for Greenkeepers machinery has increased cost + Courtesy buses etc.
 - The joining fee has stimulated interest in new members joining.
 - Increase in visitor fees in comparison with other Clubs in the region.
 - There was discussion around taking away the 6-day membership after the trial. It was felt that the trial did not result in the expected outcome i.e. increased Sunday patronage in the Clubhouse. Whilst a considerable number of members changed from 7 days to 5 day membership for the year, it appeared that whilst they may have played on an occasional Sunday, it did not reflect in a regular uplift to business. There was a thought that we should not take away something we have already given to the membership however it was pointed out that it was made clear at the time of implementation to members that this was a trial. It is disappointing that it was not successful. Management and Board now need to look at alternative ideas to stimulate Sunday patronage.
 - The suggestion was made to withdraw the requirement for over 85's to have to provide a **medical certificate for use of a mobility scooter**. After discussion, the decision was to leave at Managements discretion.
 - **Pennant update** It was suggested that there be a protocol if a Catalina team wins a Pennant competition that we provide money on the bar for celebrations of players & caddies. The Chair suggested an amount of \$500, which Management will arrange if required.
 - **Real time Social posts** – It was requested that we have more information regarding the Golf members representing the Club posted on both Facebook & Instagram in real time or at least the following day. AGM to investigate the process.
 - **Staffing** – It was mentioned that Golfing Members have complained about staffing levels on Friday afternoons. GM to review and remedy.
 - **Informal Meeting** – The new start time will be 2nd Wednesday's of the month @ 3:30pm.

MEETING CLOSED:

6.15pm

NEXT MEETING:

Thursday, 16 April 2026 @ 3pm Board Room

MEMBER SUGGESTIONS

Suggestion	Referred to	Action
Complaint about food handling at the Pizza Station (no gloves)	Info@	Atick alerted and requested to address the concerns of the email
Praise for the Matre De (Alex)	Info@	Responded with thanks and informed Atick
Valentines Feedback Ref. in AGM Report	info@	Responded to Patrick and also had Atick provide a response
Praise for Restaurant Team, exceptional service, generous meals and reasonably priced	info@	Responded with thanks and had Atick share with his team
Request for the Club to Sponser Employee Jaylah	info@	Informed Sue of the Clubs Support via ClubGrants and flexible rostering arrangements
Valentines Feedback – In AGM Report	info@	Responded to Andrea with thanks and reimbursement provided

GROSS INCOME, EXPENDITURE & NET RESULT GRAPH

