

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

154 Beach Road, Batemans Bay



HELD ON	Thursday, 12 July 2026 (BOD26.7)
OPENED	2:48pm
ATTENDANCE	C. Flynn (Chair), R. Gercken, M. Lowe, A. Hall, J. Shattles, C. Lyttle, B. Allen, G. Chapman (GM), M. Judd (AGM)
GUEST	M. Sharpe, M. McClelland, TK Brooking-Davis
WELCOME	Welcome to Country
APOLOGIES	Nil

DECLARATIONS & CONFIRMATIONS

All Directors in attendance confirmed the necessary governance requirements.

- They have reviewed and read the Board Packs prior to the meeting.
- They have reviewed the Clubs NSW Circulars prior to the meeting.
- There are no updates to the Register of Interests tabled at the meeting.

Noted the upcoming Director Diary Dates.

It was resolved that the Board Meeting minutes from Thursday 18 June 2026 be accepted.

- **Business Arising** from June 2026 Minutes:
 - 13 Action List items completed.
 - 13 Action List items identified as on hold or in progress.

STRATEGIC DIRECTION

- The GM presented the Three Horizons of Growth. He also mentioned that work had begun on the development of the Golf Operations Business Unit Plan.
- **BRIEFING ON CURRENT CATALINA CLUB PROJECTS**
 1. DOWSE PROJECTS – Project Managers – contract signed therefore some real traction should start to occur.
 2. CANDOR Town Planning:
 - Members 26 Bay Carpark - Country Club Drive – DA approved, however all vehicle access to the course had to be removed. Boardwalk will be designed separately as part of the carpark construction.
 - Southern Car Park Bridge to Country Club Drive – no change
 3. Course Redesign – Consideration of 1st phase: 14th hole, 22nd tees, 15th tee expansion, 20th & 24th hole tees and associated path works scheduled for September 2026.
 4. Course Restrooms x 2 – no further updates
 6. Southern Carpark Exit Bridge
 - Ecologist engaged to address Council RFI's. They will also be engaged to cover course and Hanging Rock Creek issues as part of Scope of Work.

STANDING REPORTS

The General Manager Report

- **Head of People & Culture** – expected to commence early August 2026.
- **2026/27 P&L, CAPEX and Cashflow Budget** – endorsed by Board.
- **Cyber and IT** – independent cyber security and technology consultant engaged to advise the Club.
- **Cash Is King Draw** – very successful night. Great to see golfers winning the cash.
- **Course and Cart Storage Access Lists** – Updated with Course access list opening for a couple of weeks.
- **All senior managers presented a financial year's end report to the Board.**
- **2025/26 Annual Report** – planning underway.

Assistant General Manager Report

The year-in-review highlights several major achievements that strengthened the Club's financial position, facilities, and member experience. Key outcomes included the successful realignment of commercial agreements with **CUB and Lion**, improving beverage rebate outcomes and supporting long-term financial sustainability. The Club also invested in **55 new Club Car golf carts**, increasing fleet capacity, improving reliability, and strengthening a highly profitable Golf Services revenue stream.

The **Phat Sourcing refurbishment project** was completed despite supply chain and refurbishment challenges, delivering a facility that has been well received by members and the wider community. In addition, the **Main Bar floor rectification** addressed an important Workplace Health and Safety issue, was completed on time and under budget, and improved the presentation, functionality, and safety of a key Club space.

Overall, a year focused on strategic commercial improvements, operational efficiency, facility upgrades, and enhancing the experience for members, guests, and employees.

The successful **Main Bar floor rectification**, which resolved a longstanding Workplace Health and Safety issue while improving the presentation, function, and durability of a heavily used Club space. It also acknowledges the dedication of the Club's team, who managed major projects, operational change, and service delivery with professionalism and resilience.

Throughout the year our team have demonstrated the Club's values — **Growth Mindset, Respect, Integrity, Teamwork, and Trust**. This represents the year's achievements as evidence of the Club's ongoing investment in its people, facilities, and commercial partnerships, and reinforces confidence in the team's ability to support the Club's future success.

People & Culture

The 2025–26 financial year in review was a period of workforce growth, cultural strengthening and strategic investment in people at Catalina Club. Employee numbers increased from 113 to a peak of 126 during the busy summer period, reflecting seasonal demand and continued expansion across golf, hospitality and member services.

Human Resources remained focused on attracting, developing and retaining quality employees while supporting a workplace culture aligned with the Club's GRITT values: Growth, Respect, Integrity, Teamwork and Trust. Significant investment in mandatory compliance, leadership development, customer service and role-specific training contributed to strong employee capability and the Club's best customer satisfaction results to date.

The strategic realignment of the Human Resources function on 1 September marked a shift from a mainly operational focus toward longer-term organisational value. This change enabled greater attention to employee engagement, organisational capability, workforce planning and key projects such as the Employee Handbook review.

Director of Golf - Course Report & Statistics – May 2026

June 2026 – 6,086 – Average 203 players per day

June 2025 – 5,908 – Average 197 players per day

Financial YTD 2026 – 81,351 – 223 players per day

Financial YTD 2025 – 76,351 – 209 players per day

- Growth was seen across most area in the Golfing landscape for the 2026 Financial year. While 18 hole competition golf did see a small dropoff, this was offset by strong growth across the 9 hole space. The Veterans structure on a Thursday continues to grow and with the new format of available competitions since September last year. Our Monday Ladies 9 hole competition consistently sees over 30 new and

returning ladies competing every week. Tuesday and Saturdays still remain strong with available space remaining each week, albeit minimal.

- The biggest growth across 2026 was in our Tournaments. Each saw capacity fields.
- Tim has developed the ladies engagement clinics space well over the past 12 months. I see this growing even further.
- Team consistency in the Golf shop is going well. Outdoor team members have all settled in nicely.

Juniors, Cadets & AGF Junior Girls

- Our Junior Program continues to gain momentum.
- The Tuesday AGF junior girls program has a relatively young, inexperienced group of girls that will grow with the program over coming years.
- The Wednesday program is the highlight of the week. Over 30 cadets turnup each week and show great intent and commitment to their golf.
- Thursday night junior program are a very inclusive group and show true care for each other in their development and progression through this challenging game.
- We have introduced testing analysis of all Cadets to better track progress during each term.

Growth Areas for 2027

- A stronger focus on retail
- Continued growth of Ladies engagement programs
- Training in the retail space for team
- Better promotion of our knowledge pushed onto members and visitors.

Superintendent Report – Year in Review

Site Improvements

- Drainage Improvements at 15, 8, 16 and 12
- Alternate water sources- Bore water (Not Currently Viable)
- 15th and course, plant varieties resistant to kangaroos
- 15th Capillary Concrete Installation and Trial
- 15th Bunker Deletion and returfing
- 25th Path Installation
- Green Renovation to remove Organic material
- Tesla Charging planting and Painting, New Plantings on southern end of club lawns and improved presentation of Club lawns and Carpark

Team and Culture

- 4 apprentices starting/continuing their certificate 3 in Sports turf Management
- Vince nearing completion of Diploma of Sports-turf Management
- Chem-cert and Basic Chainsaw ticket completed by most of the team
- Site Visits to NSW, Royal Sydney, Peninsula Kingswood, Kingston Heath, Victoria Golf Club and Royal Melbourne with Jarrod, Adam and Myself
- Wayne celebrated 40 years at Catalina
- Cap x acquisition of Dean Trailer
- Hired Lu, Catalinas first female Greenkeeper (That we know of) and Hired Jason, Michael

Events

- South Coast Open
- Jack Newton Junior Championships

Marketing Report – Year in Review

The FY2026 Marketing EOFY Report demonstrates Catalina’s evolution from event promotion to a strategic destination marketing capability that supports commercial growth, brand development, customer engagement and organisational strategy. Marketing has helped reposition Catalina as a premium golfing and hospitality destination, strengthened awareness beyond the Eurobodalla and contributed to growth in visitation, participation and customer engagement.

Key achievements included a more consistent premium brand identity, strong event demand, growth in destination visitation from the ACT, Sydney and regional NSW, expanded golf participation, stronger women’s and junior golf pathways, and greater community connection through initiatives such as ANZAC Day, Community Benefits Day and Veterans activities. Digital transformation also accelerated through the launch and expansion of the website, portals, Honours Board, analytics capability and digital membership initiatives.

The report positions marketing as a key delivery mechanism for Catalina’s Strategic Plan, contributing to destination positioning, customer experience, culture, community engagement and commercial growth.

Looking ahead, continued investment in destination marketing will support Catalina’s ambition to become a flagship tourism asset for the Eurobodalla and a recognised example of destination-led regional development.

RESOLVED that the Management Reports as presented be accepted.

SUB COMMITTEES

- Workplace Health & Safety Committee - noted
- Vets Golf Committee Minutes – Nil reported
- Grounds, Greens & Cats Committee Minutes – Nil reported
- Golf Operations Committee Minutes – Nil Reported

RESOLVED that the Sub Committee reports/minutes be accepted.

CORRESPONDENCE INWARD/OUTWARD

IN	15 years GMA Membership Certificate for Guy Chapman
IN	Dr M. Holland congratulations on Eurobodalla Business Award 2026
IN	Business Case – Fairway Mowers
IN	ESC Response to Catalina Club complaint
IN	Candor Planning MOD consent & plans
IN	Property Report
IN	Opteon Valuation
IN	Dowse Projects Consultants Agreement
IN	Letter from two members re new lottery booking system
IN	Club Grant Application – Plotters Community Garden Inc

IN	Club Grant Application – Batemans Bay Evening View Club
IN	Club Grant Applications – Manu Kai Outrigger Canoe Club Inc.
IN	Club Grant Application – Eurobodalla Woodcraft Guild Inc.
IN	Club Grant Application - Roundsquared
IN	Club Grant Application – Creative Arts Batemans Bay Inc.
IN	Club Grant Application – Eurobodalla Outrigger Canoe Club
IN	Club Grant Application - Eurobodalla St Cecilia Music Scholarships
IN	Club Grant Application – Beyond League Inc.
IN/OUT	Email from member requesting information re Constitution changes process
OUT	Membership 12 month Suspension Letter

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

PAST PERFORMANCE

RESOLVED that Management accounts for June 2026 be accepted.

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

Gaming Reports – Noted.

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

Governance & Compliance

RESOLVED that all compliance reports be accepted.

GENERAL BUSINESS

- **Golf Course timelines for re-build** - 1 September remains the next key milestone in the process. Holes 14, 20 and 22nd tees would need to be treated with Roundup prior to the closure of the 14th hole for construction works. The AGM advised that he would continue to investigate planning requirements and potential options associated with this concept. It was queried why existing grassed areas would be treated rather than relocating works to areas where grass is not currently established. The AGM responded that he was not entirely certain of the reasoning but believed it related to avoid contamination or unintended impacts on surrounding areas.
- **Waiting Lists – Cart Shed & Course Access** – The GM advised that the course access list is now open for applications.
- **MiClub – Lottery Ticketing Upgrade** – It was noted that group bookings can still be managed by a single member, with the ability to nominate up to four players within a booking. It was agreed that members had not been provided with sufficient information regarding the new booking system and suggested that further communication is required. Management acknowledged the feedback and will provide additional information to members to better explain the system and its operation.
- **Head of People & Culture** – The GM advised the Board that Renee Healey will take on the role and is relocating having secured rental accommodation in Long Beach. She is due to join Catalina in early August 2026.
- **McMahon Environmental Consultants** – The GM advised that we had engaged an ecologist for our Vegetation Management Plans, which has always been on our agenda to undertake.
- **Clubs NSW & CMA Meeting & Network Dinner** – The GM reminded the Board this event was on at the Goulburn Soldiers Club and asked if there was any interest in attending, the Chair advised that she would attend.
- **Board Nominations** – The GM advised Board nominations open 5 August 2026 at 10am and close Tuesday 25 August 2026, 5pm.

- **Ladies Vet's Day** – The GM noted the issues from the recent Ladies Vets day. Including Golf shop issues (carts for members rates), Café & food and Coffee.
- **Golf Carts** –The AGM advised that the NEW electric **Club Car Workman** vehicle batteries have failed and will be replaced, at no cost to the Club. Arrangements are currently being made to remedy **two (2) NEW Fleet Carts** which have brake issues. Other than that, the NEW Fleet Carts have been very well received by the membership and visitors, with the VISAGE screen graphics exceptional.
- **PINT sales** – The PINTS for Schooner promotion has been well received by the members. The AGM advised it has exceeded our initial expectations.
- **JNIG** – It was asked if the Catalina Club are paid for the use of the course over the 4 days? Management advised that they believed that it was \$15 per child, per day, but they would confirm this figure and report back. The Club Captain also advised that he spoke to L. Grinham expressing Catalina's disappointment in the way the course was left after the tournament.
- **Source of Seafood** – The question was asked, if we identify the source of seafood as per Legislation requires, on our Menu? It was advised that it was included on the latest menu.
- **Matt Ballard Clinics** – The AGM sought the view of the Board on the possibility of conducting junior golf clinics at the Club. A. Hall advised that the concept had previously been discussed and that the general consensus was that, provided the Director of Golf considered the program to be beneficial and worthwhile, there would be support for proceeding.

MEETING CLOSED:

5.03pm

NEXT MEETING:

Thursday, 20th August 2026 @ 3pm Board Room

