

2026

TRAFALGAR GOLF CLUB

117TH ANNUAL REPORT



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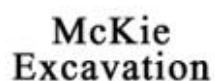


To be considered one of Gippsland's great all-weather championship golf courses, which conserves the bush-land environment and encourages great social, health and wellbeing for all members and the broader community.



SPONSORS





PRESIDENT'S REPORT

It has been a privilege to serve as President of the Trafalgar Golf Club over the past four years. I have genuinely enjoyed the role — most of the time! — and it has certainly given me a much greater appreciation of just how much work goes on behind the scenes to keep our club running smoothly.

We are very fortunate to have such a welcoming and friendly club, and that doesn't happen by accident.

I would like to sincerely thank all our volunteers, staff and members. There are so many people who put their hand up, often without much fuss or recognition, and simply get on with the job.

Whether it is looking after the course, working in the clubhouse, helping with competitions, catering, administration, or any of the many other tasks that need doing, your contribution is what keeps this club ticking along.

Over the past year we have continued to improve our facilities.

The new equipment shed has been a great addition to the club. It provides much-needed storage and makes life a lot easier for those responsible for keeping our course in the condition we all enjoy. We have also had the installation of our solar unit, thanks to a substantial grant from DEECA. It is now being wired up and should be supplying most of our electricity needs in the near future. Apart from reducing our ongoing costs, it also gives us greater resilience during power outages and places us in a good position to support the wider community when needed.

With a grant from the Trafalgar Community Bank we have just installed audio visual equipment which will allow us to more easily cater for any organisations or individuals looking to hire our facilities and also it should allow us to have online meetings. Another highlight was the development of our new website which has been very well received.

During my six years on the Board, I have always reminded myself that the President

is one of eleven elected decision-makers. We are entrusted by the membership to make responsible decisions for the good of the entire club. We don't always agree, and we don't always see things the same way, but we have been able to discuss the issues, have a bit of robust debate when necessary, and ultimately work towards what we believe is best for the Trafalgar Golf Club.

I would like to sincerely thank the current Board and all those who have served during my time as President. Thank you for your time, dedication, and perhaps most importantly, your commitment to our club

On a more personal note, I would like to thank my wife, Jan, for her unwavering support throughout my time as President. Jan's contribution to our meetings has been very much appreciated — although I suspect some members may have been more interested in what was for supper than what was on the meeting agenda! I am very grateful for everything Jan has done and for the support she has given me over the past four years.

Looking back, I am proud to have been part of the Board and proud of what we have achieved together. But most of all, I am proud of the people who make up this club.

Trafalgar Golf Club is more than just a golf course. It is a community, and I hope we never lose that friendly, welcoming spirit that makes people want to come through our door and be part of it.

I would like to finish by thanking every member, volunteer, staff member and Board member who has contributed in some way during my time as President

It has been a great four years, and I have enjoyed the ride — even if there have been a few bumps along the way.

Thank you all for your support, your friendship and your patience.

And remember —

When you elect a committee
From those willing to stand

Don't criticise all they want to do
But give a helping hand

They try to do their best
For each and everyone
Don't complain with all the rest

Chris Griffin
President

Go up and say "well done"

We come for relaxation
The game of golf to play
Let's all be kind and helpful
And have a happy day

TREASURER'S REPORT

1. Overview

This report presents the financial results of Trafalgar Golf Club Inc for the year ended 30 June 2026 (FY26), compared against FY25 and FY24, drawing on the Special Purpose Financial Reports prepared by Tyrrell Partners Pty Ltd (reviewed for FY25, compiled for FY26). The purpose of this report is to explain the movements in the Club's financial performance and position over the past three years and to provide the membership with context ahead of the AGM.

	FY24	FY25	FY26
Total Income	\$530,129	\$567,147	\$581,036
Total Expenses	\$426,444	\$488,569	\$582,178
Net Profit / (Loss)	\$103,686	\$78,579	\$(1,143)

The Club recorded a small operating deficit of \$1,143 in FY26, compared with profits of \$78,579 in FY25 and \$103,686 in FY24. This is the third consecutive year in which the operating surplus has declined, and the first year in this period the Club has recorded a loss. Importantly, income has continued to grow in each of the last three years (+7.0% in FY25, +2.4% in FY26); the deficit is entirely attributable to expense growth outpacing income growth, particularly a sharp increase in course-related repairs, maintenance and wages in FY26.

2. Trading Account (Bar & Bistro)

	FY24	FY25	FY26
Sales	\$218,211	\$206,985	\$196,410
Cost of Sales	\$94,459	\$97,809	\$108,820
Trading Profit / (Loss)	\$27,535	\$15,231	\$(6,130)

The bar and bistro has moved from a \$27,535 profit in FY24 to a \$6,130 loss in FY26 — a decline that has occurred in each of the past three years. Sales have fallen every year (down 5.1% in FY25 and a further 5.1% in FY26) while the cost of sales has risen every year, most sharply in FY26 (+11.3%).

The FY26 trend reflects an increase in cost of sales while bar and bistro prices have been held reasonably consistent. The Board is conscious of the importance of maintaining member pricing at a discounted level, and will review the House budget together with our supplier contracts over the coming year to address the trend of losses in this area over the past three years.

3. Income

Core membership and golf-related income continued to grow strongly in FY26, more than offsetting the decline in the Trading Account and the loss of several one-off FY25 items.

Growth in FY26

	FY25	FY26	Change
Green Fees	\$95,559	\$111,245	+16.4%
Competition Fees	\$111,347	\$124,102	+11.5%
Cart Hire	\$66,054	\$72,245	+9.4%
Subscriptions	\$147,646	\$152,833	+3.5%

	FY25	FY26	Change
Donations & Sponsorship	\$53,326	\$58,914	+10.5%
Social Committee – Raffles	\$11,425	\$18,478	+61.7%

Decline / one-off items not repeated in FY26

	FY25	FY26	Change
Government Subsidies & Grants	\$13,538	\$1,705	(87.4%)
Insurance Recovery	\$7,199	\$—	(100.0%)
Interest Received	\$8,803	\$5,790	(34.2%)
Profit on Sale of Non-current Asset	\$1,879	\$—	(100.0%)

The decline in grant income and the absence of the FY25 insurance recovery are one-off / non-recurring movements rather than a sign of any underlying weakness. The fall in interest received is consistent with the lower average cash balance held during the year as reserves were drawn down to fund capital works.

The increase in Cart Hire and Green Fees is reflective of a broader change in how golf is now being played, with cart usage continuing to trend upward alongside green fee rounds. While this is a positive revenue trend, it also increases wear and tear on the golf course, which will lead to additional maintenance costs over time. This is an area the Board will need to carefully review and provide funding towards, to future-proof the golf course and plan for this continued growth in play.

4. Expenses

Total expenses increased by \$93,610 (19.2%) in FY26, following an increase of \$62,125 (14.6%) in FY25. Course-related costs — repairs & maintenance, course wages, superintendent duties and depreciation — are the primary driver of the increase and, taken together, have risen from \$256,995 in FY24 to \$361,837 in FY26, an increase of \$104,842 (40.8%) over two years.

	FY24	FY25	FY26
Repairs & Maintenance	\$101,849	\$107,417	\$144,391
Superintendent Duties	\$83,664	\$98,645	\$109,558
Course Wages & Superannuation	\$36,924	\$45,733	\$61,658
Depreciation	\$34,557	\$37,564	\$46,231
Computer Software & Support	\$10,602	\$8,861	\$25,937
Sundry Expenses	\$9,735	\$12,504	\$20,428

Repairs & Maintenance (\$144,391, up \$36,974 / 34.4%)

The increase in Repairs & Maintenance reflects both plant repairs and significant course construction works undertaken in FY26:

- Tractor tyres — \$2,945
- Repair to tractor axle — \$5,120
- New filter to bore — \$5,371
- Construction of three new bunkers on holes 3, 17 and 18 — \$17,900
- Stump grinding — \$7,180

It should be noted that the Club recently purchased a stump grinder via Mirboo North Golf Club for \$5,000. This has already been used to remove several stumps along the right-hand side of the third hole, where non-indigenous trees have been removed, and is expected to reduce the cost of future stump removal work.

Course Wages & Superannuation (\$61,658, up \$15,925 / 34.8%)

The increase reflects the maturity of our apprentice, who progressed through his pay scale before completing his apprenticeship and resigning at the end of June. The decision on whether to employ a new apprentice will sit with the incoming Board to be elected at this AGM.

Computer Software & Support (\$25,937, up \$17,076 / 192.7%)

This increase reflects costs associated with running MiScore and MiMembership — our competition management and CRM membership database — provided by MiClub. These are significant, and now recurring, annual costs for the Club; however they offset considerable manual time previously spent by the Captain, Treasurer and Membership Officer administering competitions and membership records. MiClub holds a effective monopoly over this software-as-a-service, which limits the Club's alternatives in this area.

During the year the Club also transitioned to a fully digital point-of-sale system (Zeller) and accounting system (Xero). This move to paperless systems provides greater transparency to the Board over income and expenditure and is expected to support more timely financial reporting going forward.

Depreciation (\$46,231, up \$8,667 / 23.1%)

The increase in depreciation reflects the Club's continued investment in assets, including the new maintenance shed, which was completed during FY26.

Other movements

Several expense lines reduced in FY26, partly offsetting the above: Catering fell from \$15,119 to \$5,324, Security Costs fell from \$6,905 to \$1,124, and Bank Charges fell from \$4,297 to \$2,023.

5. Balance Sheet and Cash Flow

	FY24	FY25	FY26
Cash and Cash Equivalents	\$326,063	\$288,905	\$222,336
Property, Plant & Equipment	\$777,688	\$893,732	\$984,380
Net Assets	\$1,095,603	\$1,174,182	\$1,173,039

Cash reserves have declined for the third consecutive year, down \$37,158 in FY25 and a further \$66,569 in FY26 (a cumulative reduction of \$103,727, or 31.8%, since FY24). This has funded the Club's ongoing capital works program — most notably the new machinery shed (now carried at \$199,659, up from \$70,694 in FY25) and the three new bunkers referred to above — rather than any operating shortfall in cash terms. Notably, the Club repaid all borrowings during FY25 and has operated debt-free throughout FY26, meaning this investment has been entirely self-funded from reserves. Net Assets remained broadly stable at \$1,173,039, moving only by the amount of the FY26 net loss.

6. Capital Investment

The Board continues to invest in the Club's long-term future. Among current projects is the Community Solar Grant, which will provide the Club with a significant infrastructure resource and is expected to lower the Club's ongoing electricity consumption costs.

To support disciplined, forward-looking investment, the Board has established a Capital Expenditure budget, forecasting up to five years ahead for major capital works. This includes items such as course equipment, course maintenance infrastructure including fairway irrigation, and clubhouse repairs including chair and ceiling replacement. Each item is considered and balanced against the cash flow and funding requirements of the Club, ensuring capital works are planned sustainably rather than on an ad hoc basis.

7. Looking Ahead

The Board's priorities for the coming year include:

- Reviewing House (bar & bistro) pricing and supplier contracts to reverse the three-year trend of declining trading profitability.
- The incoming Board to consider whether to recruit a replacement apprentice greenkeeper.
- Continuing to leverage the Club's new digital systems (Xero, Zeller, MiClub) to improve financial visibility and reduce administrative overhead.
- Monitoring course maintenance spend following a year of significant, largely non-recurring construction works (bunkers, stump removal, machinery shed).
- Progressing the Community Solar Grant project to help manage future electricity costs.
- Reviewing course wear and maintenance funding in light of continued growth in cart hire and green fee usage.
- Implementing the Board's five-year Capital Expenditure budget in line with available cash flow and funding.

While FY26 recorded a small operating deficit, the Club's underlying financial position remains sound: it is debt-free, holds strong net assets, and has made substantial reinvestment in course and clubhouse infrastructure that will benefit members for years to come.

8. Subcommittee Involvement

The Board recognises the value of its subcommittees in supporting the Club's financial performance. It is proposed that subcommittees be empowered to assist with revenue and cost management within their respective areas, working alongside the Board to identify opportunities for improved efficiency and income generation. This collaborative approach is intended to ensure the Club continues to grow sustainably, spreading financial oversight and accountability more broadly across the Club's volunteer structure.

This report is presented on behalf of the Board of Trafalgar Golf Club Inc for adoption at the Annual General Meeting to be held on 26 August 2026.

Russell Grant

Treasurer, Trafalgar Golf Club Inc

CAPTAIN'S REPORT

The Golf Club has had a successful year based on the numbers. Our fields for the Friday & Saturday competitions have only had a very small increase on last year. Fridays have been down a little on last year while Saturdays have had a slight increase, this tells me that we are getting more members into the club. We continue to get many visitors from far and wide wanting to play our course in competitions, the comments from them are always very good in regard to the condition of the course.

I would like to congratulate the winners of all events over the last year, especially the winners of our Championship events. Due to the Championships being moved from November to May we had two events over the last 12 months.

2025 Club Championships

Club Champion -	Wayne Robbins
A Grade H/cap -	Stewart Cluning
B Grade Scratch -	Anthony Gould
B Grade H/cap -	Rob Clark
C Grade Scratch -	Brian Fox
C Grade H/cap -	Graeme Grant
D Grade Scratch -	Peter Collier
D Grade H/cap -	Peter Collier
Veterans -	Bruce Aplin

2026 Club Championships

Club Champion -	Wayne Robbins
A Grade H/cap -	Chad McKie
B Grade Scratch -	Stu Marriott
B Grade H/cap -	Stu Marriott
C Grade Scratch -	Brian McKenzie
C Grade H/cap -	Norm Methers
D Grade Scratch -	John Turpin
D Grade H/cap -	John Turpin
Veterans -	Wayne Robbins

Foursomes Champions

Reno Borg & Brian Wattchow

2025 Hasthorpe Trophy

Luke Bryant & Alex Weymouth

2025 O'Connell Family Singles Knockout

Russ Grant

2025 Trafalgar Plate

The winning team for our Plate was Churchill Monash Golf Club

We had two men's Pennant teams for the year, Handicap 1 & Handicap 2. Both teams had years they would rather forget.

I would like to thank course superintendent Tony O'Reilly and his team for the way the golf course is presented. You all do a fantastic job keeping the course looking and playing as good as it does.

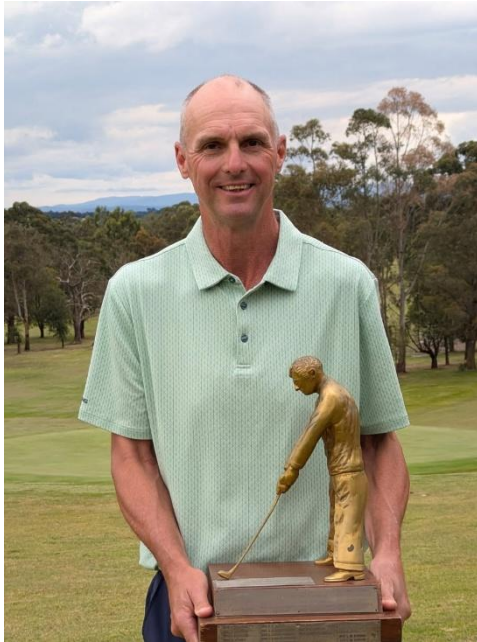
I would like to thank the following, for without their support, events would not run as smoothly as they do:

- The Match & Play committee for their great work throughout the year, without their assistance many events would struggle to get off the ground.
- Volunteers for scoring, spotting, BBQ's, drink carts, selling of raffle tickets, bar work & anything I may have missed.
- The bar staff for their assistance.
- Event Sponsors.

Finally, I would like to thank all of the members for their support over the last 10 years that I have been Captain, it has been most appreciated and something that I have enjoyed doing.

Peter Moss

Men's Captain



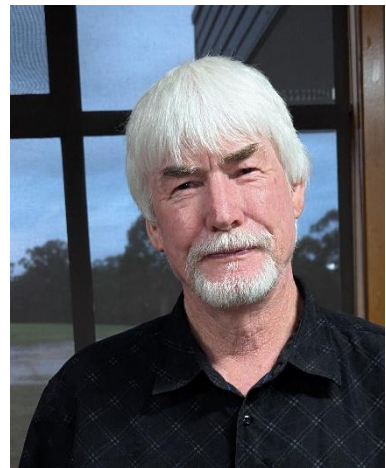
**Wayne Robbins – 2025 & 2026 Men's Club
Champion & 2026 Veterans Champion**

**Stu Marriot – 2026 B Grade Scratch & Handicap
Champion**





**Brian McKenzie – 2026 C Grade Scratch
Champion**



Norm Methner – 2026 C Grade Handicap Champion



**John Turpin – 2026 D Grade Scratch & Handicap
Champion**



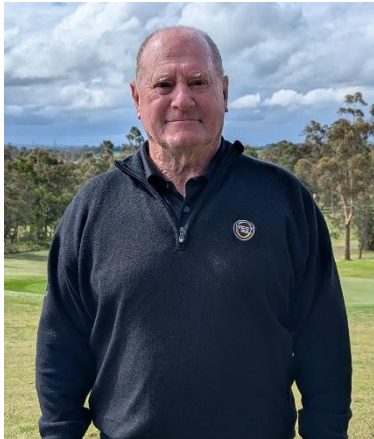
Stewart Cluning – 2025 A Grade Handicap Champion



Anthony Gould – 2025 B Grade Scratch Champion



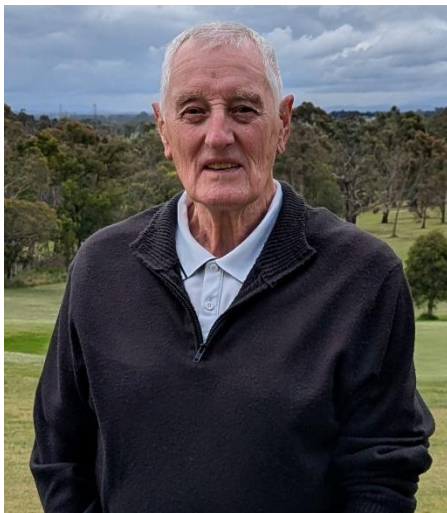
Rob Clarke – B Grade 2025 Handicap Champion



Brian Fox – 2025 C Grade Scratch Champion



Graham Grant – 2025 C Grade Handicap Champion



Peter Collier – 2025 D Grade Scratch & Handicap Champion



Bruce Aplin – 2025 Veterans Champion



2025 Hasthorpe trophy – Luke Bryant & Alex Weymouth

Russ Grant - 2025 O'Connell Family Singles Knockout



WOMEN'S CAPTAIN

My first year as captain has been a big learning curve with each week bringing new challenges. The support and help from the match committee has been wonderful with their assistance of running events and decisions they help me make has been immeasurable. A special thanks to Anne and Karen for their assistance. Other members on M&P are Sue Klemke, Jan Jansen, Heather Savage, Jo Baker, Angela Bayley and Jenny Evison.

We have had a few changes this year with Championships going to May and losing Adele on a Wednesday. We thank Adele for her help and wonderful smile for an enjoyable atmosphere in the club rooms. We now have 2 more volunteers who give up their time on Wednesday with Chris Moody and Greg Evison. Thank you, this helps a great deal with the opening and closing of the club. While thanking volunteers I would like to thank our bunker rakers. I seem to find myself in them often and appreciate Gary Jansen and Glenn Roberts for raking them before our golf on Wednesday.

We have also hosted the West Gippsland Foursomes Championships which was won by Bev Keily and June Tickell. B Grade was won by Lorna Risol and Cheryl Deppeler. It was the best turn up of numbers for the last few years. Thank you to Karen and Jan for organising the day.

This year we fielded 2 pennant teams and hosted 2 rounds, unfortunately we did not make the final but put in a good effort each week. This year we had some players who played pennant for the first time which was a great and a big learning curve for them. Thank you for everyone's commitment and to those who filled in and caddied when required. Congratulations to the pennant players of the year which goes jointly to Sue Klemke and Jan Jansen. They had the same number of games and same win loss record.

We have had good representation of our members to all the West Gippsland bowls as well as bowls further afield. Our bowl was very successful with 17 teams

entering which has been an increase on other years. The winners were Maffra. For many of these events, lunch or afternoon tea is provided. A big thank you goes to Lyn Powell for organising catering teams, planning and preparing for these occasions. I would also like to thank Jan Jansen for organising the bowl teams and keeping us informed of other Bowl Events

The multi format day still continues with Saturday players being able to play in the Championships and Monthly Medals. It is continually being refined as new challenges occur.

Congratulations to the following players that were successful during 2025-2026

November '25 Championships

Club Champion- Sam Caldw

A Grade Handicap: Sue Klemke

B Grade Champion: Charlie Killeen

B Grade Handicap: Charlie Killeen

C Grade Champion: Jan Griffin

C Grade Handicap: Jan Griffin

Veteran Champion: Angela Bayley

May '26 Championships

Club Champion: Sam Caldw

A Grade Handicap: Alison Bailey

B Grade Champion: Lorna Risol

B Grade Handicap: Lorna Risol

C Grade Champion: Jo Baker

C Grade Handicap: Maria Brien-Williams

Veteran Champion: Anne Outhred

Singles Knockout '25: Karen MacGregor

36 Hole Foursomes Championships:

Scratch winners: June Tickell and Corrine Nancarrow

Handicap winners: Linda Chapple and Cheryl Deppler

4BBB Championships: Not to be played until November

Medal of Medallist's: Sam Caldow

Leon Christie 4BBB: Sam Caldow and Lorna Risol

During the year we have had a number of social events to celebrate the pennant season, Championships, special birthdays and winners for other events and our end of year luncheon. We also had a weekend away in Lakes Entrance which was a fabulous weekend challenging us with Mini Golf skills

and our artistic flair. A big thank you to Jenny, Angela and Kerry for organising this. Our picnic day will be later in the year due to the change with the Championships.

I would like to thank everyone's support throughout the year. Those who put up their hand for starting, checking, bringing soup, raffles and catering make our golf more enjoyable and social. The old adage "many hands make light work", I sincerely thank everyone for these efforts.

Bev Keily

Women's Captain



(left to right)

Jo Baker 2026 C Grade Scratch Champion, Sam Caldow 2025 & 2026 Club Champion, Lorna Risol 2026 B Grade Scratch & Handicap Champion, Anne Outhred 2026 Veterans Champion



Alison Bailey – 2026 A Grade Handicap Champion

Maria Brien-Williams 2026 C Grade Handicap Champion



Sue Klemke – 2025 A Grade Handicap Champion



Charlie Killeen – 2025 B Grade Scratch & Handicap Champion



Jan Griffin – 2025 C Grade Scratch & Handicap Champion



Angela Bailey – 2025 Veterans Champion



Corrine Nancarrow and June Tickell
36 Hole Foursomes Championships – Scratch

ASSETS

100-NEIGHBOURHOOD BATTERY

We are indebted to member Chris Barfoot who has led this project, and to all those who assisted in site preparation and location of the battery.



Stephen Clarke

Chair Assets Sub-Committee

COURSE MANAGEMENT

The Course Management Committee supports the Course Superintendent in his work in maintaining and developing the course through the seasons of the year. There are many issues that cross the committee's agenda. I would like to thank all of the committee for their support and dedication throughout the year and hope you are willing to join.

Work always in progress

- Renovating greens (including verti-draining, coring, thatching and fertilising)
- Spraying of fairways / greens
- Pathway re-conditioning and reconditioning
- Carrying out of the culling of trees according to the tree plan
- Repairs of water leaks.

New Work

- Stump grinding
- Construction of new paths
- Construction of new bunkers completed

Peter Griffin

Chair Course Management Sub-Committee

HOUSE AND SOCIAL

It is my pleasure to present the House and Social Committee report for the past year at our club.

A key strength of Trafalgar Golf Club is the social environment that follows play.

Regardless of the day's score, members and visitors can always rely on a welcoming atmosphere and good company in the clubhouse.

I extend my sincere thanks to Jenny Moss and her staff for their ongoing commitment and hard work throughout the year. Their efforts in managing clubhouse operations and delivering quality hospitality to members and visitors are greatly appreciated.

I also acknowledge and thank all volunteers who generously contribute their time. The club relies heavily on this support, much of which occurs behind the scenes, and it is essential to the smooth running of our facilities and events.

The clubhouse continues to serve an important role within the wider community,

hosting a range of functions including funeral wakes and Christmas in July celebrations. It is pleasing to see our facilities used not only by members but also as a place of connection and support for the broader community.

As a result of a grant from Trafalgar Community Bank we have recently installed the new audio-visual equipment, which will enhance our ability to host presentations, functions, and social events within the clubhouse.

The social aspect of the club remains central to its identity, providing a place where friendships are strengthened and stories are shared—some more accurate than others when it comes to golf scores.

Finally, I wish our incoming President and Board every success for the year ahead. I look forward to another positive year at Trafalgar Golf Club, both on the course and in the clubhouse.

Thank you to all who contribute to making
Trafalgar Golf Club a welcoming and enjoyable
place.

Chris Griffin
Chair – House & Social Committee
Trafalgar Golf Club

SENIORS REPORT

I believe that the 2025-26 season has been a very successful one for our group of Trafalgar Seniors. We have had good numbers on both Tuesdays and Thursdays whenever weather has permitted. The friendly atmosphere around the club has been conducive to enjoyable golf, even when we are performing poorly. The large group socialising at the end of the day's play speaks volumes for the happiness we all feel when playing here. Thank you to everyone for helping to make it a great social day out.

Many people are owed an individual thank you and I will start with our committee members. First of all Laurie Snowball, who has done an excellent job as secretary over the past two years. Our captain Hank Fiddelaers and vice-captain Sue Devries have worked hard to make sure that our game of golf is well organised each day. Our vice president Rob Cusworth- Warner has stepped up in my absence on many occasions. Treasurer Vic Hill, who has maintained our finances and kept us informed with his excellent reports. Ed Hayward, our statistician has reported on our player numbers and organised the Player of the Month each month. Our committee members Tony Shearer, Glenn Doolan and Steve Lawrence who have offered wise counsel and have stepped into various roles as required. Aside from the committee, others have contributed greatly to our seniors group. I must mention Adelle Bennett for all of her work in buying our food supplies and counting and cutting up cheese and biscuits each week and cleaning up after us. Jenny Moss, for serving behind the bar sending in our reports to be published. Mick Bennett, for his willingness to fulfil any role as required and being a barbecue legend. Karen MacGregor for her great work each Tuesday and for fixing everyone's Miscore app with such calmness. Thanks to Bev Keily and her many helpers for organising Anne's Lucky Numbers and to Ray Williams for organising our championship results so efficiently. Thanks to Gary Jansen for his excellent work raking our bunkers. Thanks to Brian Barnes for filling in as a checker so often while he has been unable to play.

Thanks as well to the guys in the shed for their excellent work in trying to make our golf course one of the best around. I must also thank all of our starters and checkers who turn up willingly each Thursday, the barbecue volunteers each month and the ladies who often organise the cheese and do a clean-up when required. Without all of this help we could not have the social aspect that all of us find so good.

As this is my last year as president I would like to wish the incoming office bearers and new committee well. I have enjoyed my time as president and I hope that each of the new group finds as much enjoyment in their roles as I did.

Duane Baker, President.

JUNIOR GOLF

See – Current and Future Members Sub-committee

OHS

Firstly, thank you to OHS subcommittee member Glenn Doolan for his work on the Sub Committee throughout the year.

Our commitment is to strive to improve Health and Safety to all at the Trafalgar Golf Club including Member, Visitors, Staff and Volunteers.

In the last 12 months we have introduced bright safe software to the golf club, this software allows us to provide OHS training to staff and volunteers it also provides a platform for staff, volunteers and members to enter Incident, near miss and hazard reports.

This year we also signed up to WorkSafe's workplace OHS essentials program, this is a program provided by WorkSafe and provides the following;

- answering general OHS inquiries
- providing guidance to employers about their legal obligations
- providing advice to employees, including what to do if they are injured
- providing advice to employers on WorkSafe policies

providing advice on WorkSafe premiums, return to work and rehabilitation

providing advice about WorkSafe publications

providing guidance about licences to perform high-risk work and construction induction

They have provided us with a work plan to control risk that we are currently working our way through, In May we held a training day to explain the program to staff and volunteers and also explain the brightsafe system, we have also developed OHS inductions for staff volunteers and contractors which are currently being rolled out around the club.

We recently held a CPR course at the clubhouse conducted by St Johns Ambulance where 9 staff and members successfully renewed/gained their CPR certificates.

It is everyone's responsibility to ensure that we all (Members, Visitors, Staff and Volunteers) return home safely from Trafalgar Golf Club

Chris Moody
Chair Health & Safety Sub-Committee

CURRENT AND FUTURE MEMBERS

Women In Golf Charter:

Trafalgar Golf Club became a signatory to the Women in Golf Charter in March 2024, the intent of the Charter is to foster a more inclusive culture within golf. A recent review meeting with Matt Royal from Golf Australia has shown that the Club needs to recommit to this Charter. It is expected to come under the purview of a 'rebooted' Current and Future Members sub-committee which members will be invited to sit on.

Juniors Program.

Di Moody has been running regular coaching sessions on Saturday afternoons which have been welcomed by both young golfers and their parents. The Club would greatly appreciate assistance from members to help run Junior programs.

Schools Program 2025.

The 2025 schools' program with Trafalgar Primary School ran across two Tuesdays in November last year; facilitated by Stephen Clark and Di Moody with Jeff Gray assisting.

We expect to see more work in Juniors golf with the Club doing more to support Di Moody. We are planning on PGA coaching soon.

Jan Jansen and Jeff Gray

FINANCE AND RISK

The new Board will oversight a renewal of this sub-committee.

FINANCIAL REPORT

Trading Account

For the period 1 July 2025 to 30 June 2026

	Note	2026 \$	2025 \$
Income			
Sales		196,410.27	206,985.48
Total Income		196,410.27	206,985.48
Cost of Sales			
Opening Stock		17,207.04	17,571.50
Purchases		108,791.19	97,444.55
Closing Stock		(17,178.00)	(17,207.04)
Total Cost of Sales		108,820.23	97,809.01
Expenses			
Depreciation		7,587.00	8,388.00
Clubhouse Wages & Superannuation	2	86,133.41	85,557.31
Total Expenses		93,720.41	93,945.31
Profit/(Loss)		(6,130.37)	15,231.16

Statement of Profit or Loss

For the period 1 July 2025 to 30 June 2026

	Note	2026 \$	2025 \$
Income			
Trading Account		(6,130.37)	15,231.16
Competition Fees		124,101.81	111,346.87
Donations and Sponsorship		58,913.58	53,326.32
Green Fees		111,244.81	95,559.21
Interest Received		5,790.08	8,802.69
Social Committee - Raffles		18,477.97	11,424.93
Subscriptions		152,833.48	147,645.66
Cart Hire		72,245.22	66,054.09
Seniors Committee		17,500.00	18,000.00
Insurance Recovery		-	7,199.29
Sundry Income	3	8,033.23	1,193.68
Government Subsidies and Other Grants	4	1,705.42	13,538.21
Rental Property	5	16,320.29	15,946.09
Profit on Sale of Non-current Asset		-	1,879.00
Total Income		581,035.52	567,147.20
Expenses			
Accountancy Fees		5,400.00	5,400.00
Admin Support		-	16.32
Advertising/Signwriting		2,534.00	2,901.46
Amortisation - Greens		324.00	350.00
Auditor's Remuneration		1,500.00	1,500.00
Bank Charges		2,023.14	4,296.77
Borrowing Costs-Amortisation		-	39.01
Catering		5,324.34	15,119.15
Cleaning		3,370.52	3,908.26
Consultancy Fees		3,339.75	-
Computer Software & Support		25,936.94	8,860.54
Depreciation		46,231.00	37,564.00
Electricity & Gas		12,943.60	11,230.45
Employee Annual Leave		7,959.61	8,175.67
Fuel & Oil		23,256.50	19,278.56
Insurance - Workcover		5,043.79	4,709.67
Insurance		23,217.37	21,744.54
Interest Paid		-	22.11

Junior Expenses		671.09	1,628.19
Permits, Licences & Fees		30,074.71	27,309.17
Postage		397.28	566.35
Printing & Stationery		3,557.87	1,805.24
Protective Clothing		925.30	2,701.17
Repairs & Maintenance	6	144,390.51	107,416.74
Security Costs		1,124.33	6,904.50
Staff Training & Welfare		7,525.76	1,262.00
Sundry Expenses	7	20,427.66	12,503.89
Superintendent Duties	8	109,557.67	98,645.18
Telephone		347.41	110.99
Trophies & Prizes		31,419.74	35,022.48
Course Wages & Superannuation	9	61,657.83	45,732.80
Waste Disposal		1,696.74	1,843.32
Total Expenses		582,178.46	488,568.53
Profit/(Loss)		(1,142.94)	78,578.67

Statement of Financial Position

As at 30 June 2026

	Note	2026 \$	2025 \$
Assets			
Current Assets			
Cash and Cash Equivalents	10	222,335.96	288,905.09
Trade and Other Receivables	11	-	1,152.00
Inventories	12	17,178.00	17,207.04
Current Tax Assets			
GST on Accruals		1,719.83	-
Total Current Tax Assets		1,719.83	-
Total Current Assets		241,233.79	307,264.13
Non Current Assets			
Other Financial Assets	13	500.00	500.00
Property, Plant and Equipment	14	984,379.91	893,731.69
Total Non Current Assets		984,879.91	894,231.69
Total Assets		1,226,113.70	1,201,495.82
Liabilities			
Current Liabilities			
Trade and Other Payables	15	27,919.22	10,118.01
Provisions	16	25,155.49	17,195.88
Total Current Liabilities		53,074.71	27,313.89
Total Liabilities		53,074.71	27,313.89
Net Assets		1,173,038.99	1,174,181.93
Equity			
Retained Association Funds	17	1,173,038.99	1,174,181.93
Total Equity		1,173,038.99	1,174,181.93

Statement of Cash Flows

For the period 1 July 2025 to 30 June 2026

	Note	2026 \$	2025 \$
Operating Activities			
Cash Receipts from Customers		777,672.08	751,669.02
Cash Paid to Suppliers and Employees		(705,301.07)	(626,813.21)
Cash Generated From Operations	10	72,371.01	124,855.81
Net Cash from Operating Activities		72,371.01	124,855.81
Investing Activities			
Interest Received		5,790.08	8,802.69
Dividends Received		60.00	65.00
Purchase of Property, Plant and Equipment		(144,790.22)	(173,193.97)
Proceeds from Sale of Plant and Equipment		-	12,726.27
Net Cash (used in)/from Investing Activities		(138,940.14)	(151,600.01)
Financing Activities			
Repayment of Borrowings		-	(10,414.31)
Net Cash (used in)/from Financing Activities		-	(10,414.31)
Net Increase/(Decrease) in Cash and Cash Equivalents		(66,569.13)	(37,158.51)
Cash and Cash Equivalents at the Beginning of the Period		288,905.09	326,062.60
Cash and Cash Equivalents at the End of the Period	10	222,335.96	288,904.09

GRANTS

As we did not use a grant to replace our ceiling tiles; we refunded the money to Trafalgar and District Bendigo Bank. However, we were then successful in a grant application of approx. \$6 000 which we have used to purchase Audio Visual equipment in the clubhouse.

The Club remains grateful to the financial support and relationship we have with the Community Bank.

Shane Dwyer

Chair Grants Sub-Committee

STRATEGIC PLAN

Trafalgar Golf Club Strategic Plan

Our Core Values

1

Foster a welcoming, friendly and inclusive environment for members, families, guests and visitors.

2

Recognise and support for the tradition of the Club and the game of golf.

3

Foster communication between members, staff and stakeholders.

4

Responsible governance to ensure ongoing sustainability of the committee, facilities and club.

Goal 1 Attracting New Members and visitors to the Club by providing an inclusive and welcoming experience to all

Goal	Description	Priority	Lead SubCommittee	Progress Update	
1.1	Clarify the new members process and welcoming procedure	Very High	Current & Future Members		Current and Future Members subcommittee is dedicated to focus on attracting and retaining new members and providing more value to members.
1.2	Review the Saturday competition structure to ensure everyone feels welcome and has someone to play with. Trial new strategies to find the one that works.	Very High	Match & Play		Online booking via MiScore works well. Welcome packs are provided to new members and were reviewed in 2024. New members are followed up where needed for induction.
1.3	Consider how the course and competitions are structured to make the games easier for new players. This may consider the renaming of events.	High	Current & Future Members		9 hole beginner Ambrose; Chicken run; other events are run during the year. Run a diverse range of events including Seniors and Women's. Introduction of multi day model of play for Women's Championships.
1.4	Ensure that the club promotional materials, club house and information is easy to read and reflects a broad demographic of users.	High	Current & Future Members		Club publications such as annual report, strategic plan, newsletters placed at entrances to encourage players and visitors to review them. Majority of key documents available on the club website. Occasional article in Traf News.
1.5	Continue to try new strategies to welcome community members to visit the club as a destination, not just for golf. This could be through facility hire, alternative programs or events.	Low	House & Social		Community events; funerals; birthdays; catering for golf events. Club pursuing a grant for updating IT facilities
1.6	Continue to refine, strengthen and embed strategies to increase new member participation in golf e.g. junior program and Get into Golf; including a transition strategy from clinic or programs to club membership.	High	Current & Future Members		Get into Golf; Junior Girls (both programs are being redesigned to adjust to changes in volunteer availability.); Female members playing on Sat; construction of short Tees; Sunday Ambrose for beginners.

Goal 2 Maintaining the integrity of the course through the enhancement and presentation of facilities to the highest possible standards.

Goal	Description	Priority	Lead SubCommittee	Progress Update	
2.1	Develop a course improvement master plan with justification and planned expenditure. This might require external technical advice.	Medium	Board		Bunker drainage done; course drainage possible in future; cart paths paving in consideration (8-9 carried out); plan per Vern Morcom to build fairway bunkers on holes 3, 17 & 18
2.2	Review the condition of the club house facility and plan likely future maintenance work that will be required to plan ahead. This might require external technical advice.	Medium	Board		Budget allocated for 2024/25. Board undertakes six-monthly review of Strategic Plan. Men's toilet refurbishment completed. Old BBQ area rebuilt to provide more cart storage. Plans underway to refurbish clubhouse ceiling
2.3	Provide regular training opportunities and/ or seek external advice where needed to ensure industry best practices are used to maintain the course within the budget available.	High	Course Management		OHS sub-committee meets quarterly to review all aspects of health and safety. Board engaged an arborist to provide advice on management of dead trees. Vegetation management plan to be updated.
2.4	Plan for the replacement of club equipment as required.	Medium	Assets		Five year financial plan developed for all club assets. Capex review each year.

Goal 3 Ensure that the Club's core values are upheld

Goal	Description	Priority	Lead SubCommittee	Progress Update	
3.1	Review all club documentation to ensure that it represents the clubs culture and values. This includes an update of the constitution.	High	Board		Club constitution (using Golf Australia template) reviewed throughout 2020 and adopted by members in December 2020 EGM. Updated in Feb 2022. Bylaws reviewed and updated August 2024. Review of constitution underway with a view to complete mid 2025.
3.2	Continue to recognise and celebrate the club's history in ways that the club continues to grow and change over time. Perhaps the club could appoint a historian volunteer role and provide regular updates to members.	Low	Board		Grant application not successful. Board needs to review the work done and plan for this work.
3.3	Communicate the club's vision so that members have realistic expectations about how the club can be managed and developed in the future.	Very High	Board		Strategic Plan updated twice in 2024. Newsletter publicises updates from sub-committees and other matters.

Goal 4 Environmental Stewardship

Goal	Description	Priority	Lead SubCommittee	Progress Update	
4.1	Partner with local community organisations or stakeholders who are experts in environmental management to ensure club practices enhance the natural environment. Determine if they have opportunities to support projects at the club.	High	Course Management		Vegetation Management Plan established in 2021. Further work required on updating plan by qualified person. Work underway.
4.2	Create educational opportunities and promote the work being done by the club to enhance and preserve the natural environment. This could be through signage or member updates.	Low	Course Management		Vegetation Management plan on Noticeboard Removal of cedar and coastal wattles almost complete. Members advised in monthly newsletter

4.3	Apply for grants that will assist the club to reduce the amount of water and electricity to ensure responsible use of resources	Medium	Grants		Solar panels installed on clubhouse in January 2021. Recycling of bottles and cans. Reverse cycle air con and heating. Apply for grants when available. Large grant application in for solar powered battery storage
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Goal

5 Providing a comprehensive range of golf services to enable members, guests and visitors to enjoy, develop, play and compete.

Goal	Description	Priority	Lead SubCommittee	Progress Update	
5.1	Partner with golf professionals, Golf Australia, GippSport, program providers or other clubs to deliver a broad range of golf offerings to suit the local need.	High	Current & Future Members		Strong networks established with Golf Australia, GWG. TGC was endorsed (April 24) as a signatory to the Women In Golf Charter. The Aust Golf Foundation – Junior Girls Scholarship Program and partnerships with local schools target younger players. Pro Am to continue in 2025
5.2	Keep track of current trends in Golf to redefine competition structures so that they match expectations as well as cater for the members preferences.	High	Match & Play		Running mixed and shotgun start type events to bring club members together. Responding to Women in Golf Charter to further develop female golf participation. Board attend GA education events. Tees will be updated to allow for various formats.
5.3	Explore other options for physical activity or community programs that can make use of the club facilities i.e. Baw Baw Runners, Active Ageing Programs.	Low	Current & Future Members		No action to date. Not being considered.
5.4	Develop and promote membership options that encourage partners, family members and locals to support the club i.e. Baw Baw Golf Membership, reciprocal rights with other local clubs, social members or a multi visit pass/ voucher system.	Medium	Current & Future Members		New Under 30 membership category established to encourage transition of younger players into full membership. Reciprocal rights updated. A special focus group has been established in 2025 to review membership categories - this is part of 2025 constitution review.
5.5	Through consultation, it was agreed that social functions at the club would have the focus of club building rather than income generation	Medium	House & Social		Trivia night; presentation night; Tea on the Green; Twilight Golf
5.6	Develop a coaching/ mentoring structure to enhance the club in district and intra-club events. This could encompass a sponsored coaching program that is financially supported by the club.	Medium	Match & Play		A suite of coaching opportunities for current members was offered in early 2024 and is planned for 2025

Goal

6 Sustainable financial performance underpinned by stable governance and staff, whilst operating the Club in a transparent, compliant manner.

Goal	Description	Priority	Lead SubCommittee	Progress Update	
6.1	Ongoing education of the members about the club's financial position so that they can support future strategies to improve financial performance. Development of financial triggers to ensure effective decision making.	Very High	Board		Full financial report presented by Treasurer at AGM. Annual report details cost savings initiatives and impact of recent club decisions on club financial sustainability.
6.2	Ensure all expenditure is matched with a detailed business proposal.	Very High	Board		A five year expenditure model has been developed and used to rank upcoming projects (both OPEX and CAPEX).
6.3	Establish and document the staff profile required, in line with industry standards and the club's financial capacity. Review as required to ensure that the paid staff roles align with the club's requirements.	High	Board		Developed position descriptions for Greenskeeper and Bar Manager have been developed. Club is examining provision of HR services

6.4	Develop role and responsibility statements for paid staff and volunteers to ensure that their workload is clear, realistic and achievable and aligned to the club strategic plan. Recognise and value the contribution of all staff and volunteers. Consider the appointment of a volunteer coordinator to monitor and support all work completed by volunteers.	High	Board		Human resources consultant engaged by the club in May 2021 to update staff policies and procedures.
6.5	Benchmark fees against similar clubs, increase with CPI and develop diverse income streams to maximise revenue in line with what it costs to operate the club.	High	Board		Benchmark comparison of member fees and categories has been undertaken prior to establishment of yearly subscriptions being set by Board.
6.6	Utilise the Strategic Plan to make future decisions and measure performance annually. Formally update the plan after 5 years.	High	Board		Report card of Strategic Plan Goals reported annually in Club Annual Report document for visibility by members. (started in 20/21)
6.7	Monitor industry and Council policy, programs, procedures, strategies and plans that provide opportunities for Trafalgar Golf Club and implement where possible to strengthen club operations.	Ongoing as needed	Board		Women in Golf Charter - Golf Australia; responding to GA workshop held at TGC; connecting with GWG

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6.7	Monitor industry and Council policy, programs, procedures, strategies and plans that provide opportunities for Trafalgar Golf Club and implement where possible to strengthen club operations.	Ongoing as needed	Board		Women in Golf Charter - Golf Australia; responding to GA workshop held at TGC; connecting with GWG

Please note that the Strategic Plan is a five-year document and will be fully reviewed and rewritten this year. Members will be surveyed and consulted for the rewrite.

We will strive to be a well-managed community golf club by:



Attracting new members and visitors to the Club by providing an inclusive and welcoming experience to all.



Maintaining the integrity of the course through the enhancement and presentation of the facilities to the highest possible standard.



Ensuring that the Club's core values are upheld.



Environmental stewardship.



Providing a comprehensive range of golf services to enable members, guests and visitors to enjoy, develop, play and compete.



Sustainable financial performance underpinned by stable governance and staff, whilst operating the Club in a transparent, compliant manner.



Utilising technology to promote, communicate, save costs, manage business information and derive revenue whenever possible.