



2024 / 2025

MULGRAVE COUNTRY CLUB

ANNUAL REPORT





CONTENTS

4	Message from the President
5-6	Message from the Treasurer
7	Message from the CEO
8-16	Directors Report
17	Sports Section Report
18	Finance, Risk and Audit Committee Report
20	Strategy & Systems Committee Report
21	Governance and Policy Committee Report
22-23	Squash and Racquetball Section Report
24-25	Lawn Bowls Section Report
26	Golf Section Report
28	Snooker Section Report
29	Indoor Bowls Section Report
30	Tennis Section Report

MESSAGE FROM THE PRESIDENT

2024/25 marked a year of significant changes for the Mulgrave Country Club, not least of which was the change in our organisational structure from a General Manager to a CEO. This enables our business to be more strategically focused on our long-term success and for us to redefine the focus on our constitutional purpose as a member-based sports Club. Having a new title for our leader is only a small part of the equation though with the biggest component being the performance of the person chosen. I take my hat off to Ashley Robertson who has continued to impress and to make a difference from day one.



The board has remained unchanged during 2024/25 and has worked well together as a team. You will see from the Director's Report that Board members generally attend between 20 and 30 meetings per year, but this is only the tip of the iceberg when it comes to their time commitments. A sincere thank you to each and every Board member for your dedication during the year.

You will note from the enclosed reports that we have had a great year from a sporting perspective. Behind this success we continue to strive for increased sporting memberships and to evolve our sporting facilities with our working Sporting Strategy document. The Sporting Section Report is crammed with dot points highlighting incremental wins and advances that summarise a very good year. Well done and thank you to Michael Waters (Chair), Fenton Coull, Bill McHoul, John Daniell and each of the individual sporting chairs for their important contributions.

Our staff are at the core of who we are, what we do and how we are perceived by our members, guests and visitors. Our DNA if you like. To me our staff are a constant source of pride for us all, and on behalf of all members, we say "thank you".

Jim Saunders
President

MESSAGE FROM THE TREASURER

This has been another challenging year, almost broken into two halves. The first half year, being a holding period with the uncertainty surrounding the General Manager position to the second half year where under a newly appointed CEO, firm plans started to be implemented. With the tightening economic conditions and higher interest rates, we had budgeted for another loss result for the year but with tighter cost control and changes made in our member offerings, together with the write-back as below, we have returned to profitability.



The Net Profit for the year is \$305,171 as compared to the previous year of a reported Net Loss of \$906,901. The Trading Revenue was with 2% of Budget and up by 6% on last year, however direct costs were up due largely around labour and government charges to operate Gaming, for both the State Government Tax and the costs around the deferred ten year licence fees. A major difference between the two years has been around our food performance, a net margin improvement, being a combination of higher sales (5.8%) and lower costs (10.3%) to return to a small net profit for the year.

Tighter control was made over Operational expenses although higher repairs and maintenance costs were incurred.

We have written back the 22/23 provision for interest and potential penalties that related to misstatement of GST of prior years.

The Cash at the end of the financial year was \$3.597m, up from \$3.377m the previous year. This is largely due to the increased revenue from the gaming machines.

The Club has committed to the Victorian government to renew our gaming machine licences from 2022 to 2032 for \$5.756m with the balance payable over seven years from October 2022 of which \$2.240m has been paid to 31 March 25. This is a cash commitment of \$781k pa plus associated interest (prevalent Commonwealth 10 year Bond coupon rate). Together with the increased State government gaming tax rate from August 2022 (to 51.17%), this will effect future profitability.

The Club remains in a strong financial position where it owns the land on which the Club operates on with minimal debt. The value of the Net Assets of the Club at 31 March 2025 is \$31.138m (23/24 \$30.833m). The liquidity measure, represented by the ratio of Current Assets over Current Liabilities, is 1.47 as compared to 1.15 last year.

While gaming revenue provides funds to support our members and sporting sections contributing 61% of total revenue, the Club is actively exploring ways to reduce reliance on this revenue stream particularly with legislative changes announced. The Club is able to operate as it does on the back of gaming revenue, as can be seen above. It enables the Club to employ staff, support our sporting sections and contribute to the community in the way of donations and both direct and indirect support.

MESSAGE FROM THE TREASURER

The Community Benefit Statement which we complete annually, showed that for the 23/24 year end 30 June 2024:

Donations and sponsorships to various organisations and charities	\$164k
Cost of providing sporting facilities for Club members	\$116k
Subsidies/discounts for members	\$570k
Voluntary services provided	\$249k

For this financial year to 31 March 2025, some of the key information is shown as to the Club's contribution to its community.

	\$'000
State Gaming Taxes	\$4,460
PAYG and Payroll Tax	\$1,272
Wages and salaries to employees	\$4,597
Sports Sections costs	\$258
Direct donations to community organisations	\$150

Thanks to our Management and staff for enduring another difficult year of change and special thanks to our volunteers who continue to serve the Club and it's sporting members so well.

Greg Reid
Treasurer

MESSAGE FROM THE CEO

It is my pleasure to present the CEO's report for the 2024-25 Annual Report of Mulgrave Country Club. This past year has been one of progress, resilience, and continued commitment to enhancing our club's offerings for members and the wider community. Having taken over in August 2024, it's clear we have a strong Club and a fantastic foundation to build on for the future.



The promotion and encouragement of sport and sporting activities remains our key purpose and this year once again hasn't disappointed. We expanded our Barefoot Bowls season to increase participation in lawn bowls with over 700 participants in that Program. The club was awarded Squash & Racquetball Victoria's Club of the Year highlighting the strength of our Club across all age groups. In addition to Snooker and Yoga, we have also included Table Tennis, pool competitions and dart competitions in the new facilities located in the repurposed TAB room. Golf and tennis remain strong offsite with continued growth in participation. We'll continue investing in our purpose and ensuring we grow and develop the sports offering at Mulgrave Country Club.

Our hospitality operations have continued to evolve, ensuring quality service and offerings for our members and guests. New menus, beverage tastings, additional promotions and a strong calendar of club events ensured our members were entertained throughout the year. We hosted over 850 events during the year featuring some of the best music acts we've had including The Fleetwood Mac Show, Rod Stewart and the Abba Show. The team have finalised a 52 week calendar of activities for next year and we look forward to expanding on our members experiences.

Clubs don't run without a strong team and I would like to thank all of our staff for their dedication across the year. Hospitality is a hard industry and with an operation that runs from 9am – 4am, our staff are what keeps the Club moving. This year we have implemented some fantastic people initiatives including new employee values, additional training and education, peer led monthly awards and the annual employee of the year being awarded to Cherie Anderson.

This year, we developed a Strategic Framework to provide the Club with a robust plan for the coming 12-18 months. This framework will inform not only the operations of the business but also future capital investment. It also provides an opportunity to focus the Club on key operational goals while we establish the future direction with a broader strategic plan. Continual development of the Club and our land is critical to securing a long and prosperous future for our members and the community.

I would like to extend my sincere gratitude to our volunteers, and board members for their unwavering commitment. Your passion and efforts make Mulgrave Country Club the vibrant and welcoming community it is today.

Finally, I thank our members for your ongoing support and engagement. Your participation is the cornerstone of our club's success, and we look forward to another year of shared achievements.

Ashley Robertson – GAICD
Chief Executive Officer

DIRECTORS REPORT

On behalf of the Board of Directors, I am pleased to present the Directors report on the company in compliance with the Corporations Act 2001 together with the financial statements of the company for the financial year ended 31 March 2025.

Despite ongoing economic challenges, the Club has achieved a significant turnaround in financial performance, driven by strategic cost management, operational improvements, and modest revenue growth. The appointment of a new CEO and a refined operating model have strengthened our ability to deliver long-term value to members.

We continue to invest in the Club's facilities, services, and community engagement initiatives, ensuring Mulgrave Country Club remains a premier destination for members and guests. The promotion and encouragement of sport and sporting activities remains at the heart of our mission and this report outlines the key achievements, financial performance, and strategic direction that will shape our future.

Directors

The names of the directors in office at any time during, or since the end of the financial year ended 31 March 2025 were:

- James Saunders
- Fenton Coull
- Greg Reid
- Belinda Murphy
- Delyth Samuel
- Reepal Shah
- Michael Waters
- Anthony O'Shannessy

The qualifications and experience of the Directors are detailed in this report, along with the number of Board and Committee meetings attended.

Short and Long Term Objectives

1. To promote and encourage sporting and other recreational activities;
2. To establish, develop and maintain sporting and recreational facilities for the benefit of Club members and visitors;
3. To provide sporting equipment for Club members and visitors either by way of hire, lease or sale;
4. To purchase or lease all land, equipment and other rights required for the delivery of services to Club members and visitors;
5. To organise sporting and recreational competitions for Club members and visitors;
6. To establish and maintain relations with entities having similar objectives in Australia and elsewhere;
7. To join any authority controlling sports, functions and catering services and an appropriate liquor licence and gaming licence for the benefit of Club members and visitors; and
8. To do such other lawful things as are incidental to and conducive to the attainment of the above objectives.

DIRECTORS REPORT

Principal Activities

The principal activities of the company during the financial year were that of a sporting, social, recreational and licensed hospitality, function and gaming club. There was continued strong promotion and encouragement of our sporting sections which include Lawn Bowls, Indoor Bowls, Squash, Racquetball, Tennis, Snooker and Golf. Our facilities include 3 lawn bowls greens, and 4 squash and racquetball courts. Our Tennis Section members have access to 6 en tout cas tennis courts at Whites Lane Mulgrave Tennis Club. All sports are undertaken in both social and registered competitive teams aligned with the relevant sporting controlling bodies in lawn bowls, indoor bowls, snooker, tennis, squash and racquetball. Our Squash & Racquetball Section has the largest registered membership in Victoria – and continues to strongly support the promotion and encouragement of junior sport particularly in both squash and tennis. The club offers recreational activities such as yoga and table tennis, and hosts prestigious sports tournaments. Through volunteers, all of the sections continue to provide 100's of hours of their time to support participation in their sports.

Significant Changes in the State of Affairs

During the year, the Board appointed Ashley Robertson as Chief Executive Officer (CEO). Additionally, the role of Club Secretary was transitioned to fall under the CEO's responsibilities, with Belinda Murphy stepping down from the position.

Business Operations & Strategic Initiatives

This year marked a period of change in how the Board operates through its Committees. Previously comprising five Committees, the Board revised its structure to focus on four core Committees: the Sporting Sections Committee, the Finance, Risk & Audit Committee, the Strategy & Systems Committee, and the Governance & Policy Committee. The roles of the former Strategic Planning and Membership Committees have been integrated into the new structure, ensuring a streamlined focus and enhanced coordination. Each Committee now operates with clearly documented terms of reference and defined priorities that align with the Club's overarching purpose and objectives.

A key achievement this year was the development of a Strategic Framework, which will guide the Club's operational and strategic decisions over the next 12 to 18 months, ensuring a unified direction. As a result, key operational areas now have individual strategies that align with the revised organisational structure across four pillars being Sport, Hospitality, Events and Gaming.

A key component of this Strategic Framework is the development of a clear strategy for sporting activities. This includes defining a pathway for the future development of sport and identifying capital expenditure requirements for sporting facilities over the coming years.

As the Club's financial performance continues to improve, the work done on this framework will position us to capitalise on future opportunities, driving long-term growth and sustainable success.

Operating Results and Financial Position

Mulgrave Country Club recorded a net profit of \$305,171 for the year ended 31 March 2025. This is compared to the loss for the year ended 31 March 2024 of \$906,901. While the 2024 financial year included significant one-off expenses, the turnaround in financial performance reflects operational efficiencies, including changes to labour models, enhanced cost controls, and a new operating model implemented by the CEO. These initiatives, alongside modest revenue growth, have contributed to the Club's improving financial position.

DIRECTORS REPORT

The net assets of the company have increased from \$30,832,830 as of 31 March 2024 to \$31,138,001 as at 31 March 2025.

To measure performance, the Board has a continuous improvement strategy focused on budgets, forecasts, and the encouragement of feedback from our members and the community in relation to operational and particularly sporting activities.

Future Outlook

Looking ahead, Mulgrave Country Club remains committed to strengthening its financial sustainability, enhancing member experiences, and investing in the Club's long-term success. Our ongoing focus on operational efficiencies, revenue growth, and strategic facility upgrades will ensure the Club remains a premier sporting destination for members and guests.

Key priorities for the coming year include facility enhancements, with a planned upgrade to the Members Lounge, Gaming Room and the link area between the current Cafe and Members Lounge. The reinvigorated Pool Table and Darts Room also highlights the importance of investing in these spaces. This will be complemented by the integration of new technology, including embedding the online membership system, to streamline operations and improve overall customer experience. Financial discipline will continue to be a priority, with a strong emphasis on maintaining cost controls while also identifying new revenue opportunities.

The promotion and encouragement of sport and sporting activities remains our key purpose and ensuring we continue to invest in this space is paramount. The Board have approved work to commence on a feasibility study for an increase in sporting facilities which will incorporate considering additional Squash & Racquetball facilities, one or two canopies over the lawn bowls greens and additional facilities to incorporate other sporting activities in the future.

The Board and management team will continue to closely monitor industry trends, economic conditions, and regulatory developments to ensure the Club remains agile and well-positioned to capitalise on future opportunities.

Membership Liability

In accordance with the Club's Constitution, each member is liable to contribute a sum of \$50 in the event that the Club is wound up. This liability applies to all members of the Club, both during their membership and for a period of one year following the cessation of their membership. The contribution is intended to cover the payment of any debts and liabilities incurred by the Club prior to the member's departure, as well as the costs, charges, and expenses associated with winding up the Club.

Should there be any surplus remaining after all debts and liabilities are satisfied upon the winding up of the Club, this surplus will not be distributed to members. Instead, it will be transferred to another institution with objectives similar to those of the Club, in alignment with the Club's Constitution.



BOARD MEMBER PROFILES

James first joined the Mulgrave Country Club Board on 18 June 2009, serving until 2 May 2012, before rejoining on 20 June 2019. He has held several key leadership roles, including Chair of the Membership and Sections Committee, Club Secretary (August 2020 – December 2021), and Vice President (appointed 1 January 2022). He was elected President on 20 July 2023 and continues to lead the club with a focus on growth and community engagement.

James is a sales and marketing executive in the pharmaceutical industry with a diverse background spanning law enforcement, business ownership, and club leadership. A former police officer and small business owner, James has a long history of involvement in club governance and community sport. He has previously served on the Mulgrave Country Club Bowls and Snooker Committees and was the former President of Trevallyn Bowling Club.



James Saunders
PRESIDENT

Fenton joined the Board on 1 January 2022 and continues to contribute his expertise to the club's growth and development. Fenton previously served as Chair of the Governance & Policy Committee where he is now a member and as Deputy Chair of the Sporting Sections Committee.

Fenton brings extensive leadership experience in sports administration and club management. He is the former General Manager of Tennis Australia Operations and Events, former CEO of Newcastle & Hunter Rugby Union, and former Executive Officer of Newcastle Tennis. In addition, he has served as Director and President of Central Leagues Club (NSW), demonstrating his strong background in governance and strategic oversight.



Fenton Coull
VICE PRESIDENT

Greg briefly served on the Squash & Racquetball Committee before joining the Mulgrave Country Club Board on 15 July 2021. As Treasurer, Greg chairs the Finance, Risk and Audit Committee, overseeing the club's financial & risk strategy and governance.

Greg is a chartered accountant with extensive experience in finance, audit, and corporate governance. Now retired, he was formerly the Finance Director of Diebold Australia and has worked in chartered accounting firms across audit, investigations, and receiverships. Greg has also been involved in sports administration, previously serving as a Board Member of the Victorian Squash Racquets Association and as Victoria's representative to Squash Australia.



Greg Reid – BComm, DFP,
PGDacct, MBA, CA
TREASURER

Appointed to the Board in August 2020, Belinda served on the Squash Committee for many years, including five years as Chair. Belinda has played key roles in club governance, including as Chair of the Sporting Sections Committee (until July 2023). Belinda is Chair of the Governance & Policy Committee and was appointed Secretary on 1 January 2022, with her term running until 25 October 2024. Belinda is also a member of the Strategy and Systems Committee.

Belinda brings extensive leadership and governance experience to Mulgrave Country Club. A former Victoria Police Officer for 35 years, she attained the rank of Senior Sergeant before retiring. Belinda has a strong background in community sports administration, having previously served as Treasurer of sporting clubs. A dedicated squash member since 2002, she continues to compete in weekly pennant matches and has contributed significantly to the sport.



Belinda Murphy

BOARD MEMBER PROFILES

Dr. Delyth Samuel joined the Mulgrave Country Club Board on 20 June 2019 and has played a key role in club governance. Delyth was previously Chair of the Strategic Planning & Membership Committee and is currently a member of the Finance, Risk & Audit Committee and the Strategy and Systems Committee.

Delyth is an experienced executive and board director with a strong background in commercial research, business management, and governance. Previously as the Director of Commercial Research at Deakin University, overseeing the Health and Wellbeing portfolio, Delyth has ran a management consulting firm specialising in business strategy and operations and served as Deputy CEO of a University of Melbourne subsidiary focused on service commercialisation. Her career spans manufacturing, research, and the tertiary sector, bringing valuable commercial and strategic expertise to the board. Delyth is President of Waverley Tennis and has served as a board director for several organisations. She is also an author and co-author of multiple management texts.



Dr Delyth Samuel -
PhD MBA, BA (Hons), GAICD

Since joining the Mulgrave Country Club Board on 18 September 2019, Michael has taken on key leadership roles, currently serving as Chair of the Sporting Sections Committee and previously as a member of the Strategic Planning & Membership Committee. A dedicated squash member since 1998, Michael has actively contributed to the sport, holding various committee positions, including Super League representative for four years.

Michael is a training and development professional with extensive experience in driver education and coaching. He is currently the Director of Icon Driver Services specialising in Training and Development for the aged and disability sectors of the Driver Training Industry. Michael served as a Council Member of the Australian Driver Trainers Association and was awarded Life Membership for his service to the industry.



Michael Waters

Anthony joined the Mulgrave Country Club Board on 1 July 2023, bringing with him extensive experience in finance and governance. He has previously served as Chair of the Risk and Compliance Committee and Junior Coordinator and Chair of the Squash & Racquetball Section. Anthony is an active member of the Finance, Risk and Audit Committee and the Strategy & Systems Committee.

A senior finance executive with over 20 years of C-suite experience, Anthony has held key leadership roles as Chief Financial Officer, Company Secretary, and Finance Director in multinational, ASX-listed, private equity, government, and regulatory organisations. He is currently the Director of Finance, Infrastructure and Digital at MACS, and prior to this, he served as Chief Financial Officer at Melbourne Water.



Anthony O'Shannessy -
FCPA, GAICD

Appointed to the Mulgrave Country Club Board on 1 April 2024, Reepal is a member of the Governance & Policy Committee and Chair of the Strategy and Systems Committee.

Reepal Shah is a seasoned delivery leader with over 20 years of experience in managing business units and large-scale programs across the Asia-Pacific region. He is currently leading the Support Solution Implementation of the Civil-Military Air Traffic Management Systems (CMATS) at Airservices Australia. Previously, Reepal held senior leadership roles at Visy Global Logistics and NCR Corporation, where he managed large teams and significant P&L responsibilities.



Reepal Shah

GOVERNANCE

The Board and the Club prioritise maintaining strong governance. Below is a summary of the Director's Honorariums for the year and the attendance record of Board members at scheduled meetings for the year ending 31 March 2025.

		Honorarium	Super contributions	Total
President	James Saunders	\$16,162	\$1,838	\$18,000
Vice-President	Fenton Coull	\$7,183	\$817	\$8,000
Treasurer	Greg Reid	\$16,162	\$1,838	\$18,000
Director*	Belinda Murphy	\$10,930	\$1,237	\$12,167
Director	Anthony O'Shannessy	\$7,183	\$817	\$8,000
Director	Delyth Samuel	\$7,183	\$817	\$8,000
Director	Michael Waters	\$7,183	\$817	\$8,000
Director	Reepal Shah	\$7,183	\$817	\$8,000

* - Belinda Murphy served as Secretary for part of the year which provided a higher Honoraria

Meeting attendance as at 1/4/25

	Board Meetings	Finance, Risk & Audit Committee	Strategy & Systems Committee	Sports Section Committee	Governance & Policy Committee	Total
	12 Meetings	6 Meetings	4 Meetings	12 Meetings	7 Meetings	
James Saunders	12	3	4	0	7	26
Fenton Coull	12	0	0	8	7	27
Greg Reid	12	6	0	0	0	18
Belinda Murphy	11	0	2	0	7	20
Delyth Samuel	10	5	4	0	0	19
Reepal Shah	12	0	4	0	5	21
Anthony O'Shannessy	12	6	2	0	0	20
Michael Waters	10	0	0	11	0	21

The President is an ex officio member of all Committees which he attends by invitation.
The CEO attends all Committee Meetings by invitation.

GOVERNANCE

Company Secretary

Ashley Robertson (CEO) was appointed to the position of Company Secretary on 25 October 2024 taking over from Belinda Murphy. Ashley has responsibility for all Company and Board secretarial duties.

Directors Training

Board completed an online training program for AML/CTF to align with the AML/CTF Program.

Indemnification and Insurance of Directors

The Company has a Deed of Indemnity, Insurance and Access for all Directors, the CEO and independent committee members to ensure compliance with the Corporations Act. The company has paid Management Liability Cover to insure all directors named in the Directors Report against liabilities for costs and expenses incurred by them in defending legal proceedings arising from their conduct while acting in the capacity of director of the company, other than conduct involving a willful breach of duty in relation to the company.

Auditor's Independence Declaration

The principal auditor's independence declaration for the year ended 31 March 2025 has been received and can be found attached to this report.

Signed in accordance with a resolution of the Board of Directors:

Jim Saunders

President

Melbourne

27 May 2025





SPORTS SECTION REPORT

It has been a huge 2024/25 for sport at the Mulgrave Country Club; we have comfortably achieved 1,000 sports members, and are introducing new sports such as table tennis, darts & pool.

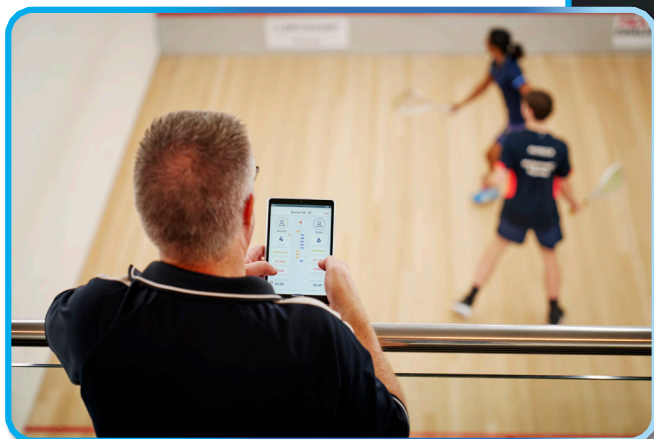
This year's key achievements are (plus many more);

- 718+ participants for our Friday Night Barefoot Bowls Season
- Sports & whole Club Online Calendar System introduced; TeamUp
- Introduction of unified Club apparel for most sports
- Volunteer Thank You Dinner was held on 22nd May during National Volunteer Week.
- Introduction of a summer indoor bowls program in the dedicated facility, allowing the sport to continue all year round
- Consolidation of Tennis and Squash & Racquetball into one online court booking system; SportyHQ
- Mulgrave Country Club winning Victoria Billiards & Snooker Association Winter C-Grade & then Summer B-Grade Competitions
- Mulgrave Country Club receiving the Squash & Racquetball Victoria (SRV) 'Club of the Year' for 2024, and being nominated for the Squash Australia 'Club of the Year'
- Hosted as the 'hub club' for the Bowls Victoria Novice State Carnival from 10th to 13th May
- Sports Sections Membership growth, e.g. Snooker 45 (April 24) to 89 (March 25) & Golf 42 (April 24) to 50 (March 25)
- Hosted World Professional Squash Association & SRV Victorian Open from 11th - 14th May 2024
- Hosted the first Mulgrave Country Club Inclusion Day in conjunction with Bowls Victoria, Parabowls Program & Special Olympics Victoria
- Upgrade of table tennis, darts & pool facilities
- Completing a Mulgrave Country Club Sports Strategy
- On site, weekly, at Mulgrave Country Club we have 70+ hours of organised sport competitions plus an enormous number of hours of practice or social games

At the Mulgrave Country Club 2023/24 AGM, Peter Coe was awarded Meritorious membership and Peter Delaney was awarded Life Membership. Congratulations to both these individuals on their dedication to the Club, and particularly the Sports programs.

Finally, I would like to personally thank our devoted sports volunteers, which our club could not function without, over 12,000 volunteer hours have been logged for sport in 2024/25, no wonder in my opinion we are the best multi sports club in Melbourne, if not the whole of Victoria.

Michael Waters
Chair



FINANCE, RISK AND AUDIT COMMITTEE REPORT

The purpose of the FR&AC is to assist the Board by providing high level oversight of financial reporting, risk and compliance management and audit and to make recommendations to the Board on matters relating to audits, finance, budgets, strategic investments developments and related capital expenditure. It is to assist the Board in meeting all its obligations by ensuring a high level of governance of the Club and effective performance of all areas under its scope. It is to oversee the financial capability within the Club so it can meet the objectives set by the Board.

The risk component was added to the FR&AC responsibilities from another committee during the year. It is to oversee Mulgrave Country Club's risk management practices and periodically review key existing and emerging risks to the organisation.

The committee has met six times during the financial year, to continue the timetable and action plan developed in 2022/23.

We have continued addressing some of the issues that affect the Club, closer attention by the ATO on income tax exempt sporting bodies, the capacity to fund the renewal of the gaming machines licence, the need for upgrading and increasing the physical infrastructure capacity for our sporting sections as well as increasing the efficiency of in-house systems and processes. This includes establishing an eight-year budget and planning timetable.

In preparing the work undertaken for the 2024/25 Budget, the FR&AC recommended a more detailed analysis of the assumptions used to formulate the Budget, including a simplification of membership and facility fees. There was also a greater emphasis on reporting back to Sports Sections on a monthly basis for the Sections to have a greater degree of control and certainty of running their own sections.

The outsourcing of the accounting services to an outside provider has produced more consistency but it is still a work in progress with further refinement needed.

I want to thank the members of this committee, Anthony O'Shannessy, Delyth Samuel and Samantha Winter who bring a great deal of experience and expertise to assist this committee.

Greg Reid
Chair



STRATEGY & SYSTEMS COMMITTEE REPORT

The Strategy and Systems Committee has made significant progress over the past nine months, focusing on strengthening the club's strategic direction, optimising operational efficiency, and integrating key systems to support future growth. Our role has been to develop and guide these initiatives while the CEO and his team executed the work to ensure successful implementation. Our efforts have centered on identifying opportunities for improvement and ensuring alignment across various business units, with a strong emphasis on the operational turnaround.

Key Achievements (Last 9 Months)

- **Strategy Framework Development:** Established a structured strategy framework, including a detailed SWOT analysis for each business unit (Events, Gaming, Hospitality, and Sports), ensuring alignment with overall club objectives and market trends. Additionally, ensured alignment with the club's mission and vision, ensuring a cohesive direction for all initiatives.
- **SWOT Analysis for Sports:** Detailed SWOT analysis for each sport offered at the club, enabling better resource allocation and informed strategic growth planning.
- **Systems Integration:** Successfully guided the integration of multiple operational systems to streamline processes across various functions, enhancing efficiency and data accessibility.
- **Technology Roadmap:** Developed a comprehensive technology roadmap with a focus on systems integration, enhanced data analysis capabilities, and support for informed decision-making.
- **Technology and Digital Initiatives:** Provided direction for enhancements to digital platforms, supporting membership engagement and operational effectiveness.

Focus Areas for the Next 12-18 Months

- **Actioning SWOT Insights:** Implementing targeted strategies to address the key findings from the SWOT analyses, ensuring each business unit is well-positioned for growth.
- **Enhanced Systems Optimisation:** Further integration and automation of club management systems to enhance operational efficiency and support informed decision-making.
- **Digital Transformation:** Expanding digital engagement strategies, including member loyalty programs and advanced communication tools.
- **Infrastructure and Facility Planning:** Conducting a feasibility study on the sporting infrastructure requirements for the Club's long-term vision and sporting success.
- **Performance Metrics and Reporting:** Establishing clear KPIs to measure progress and inform future strategic planning.

Our committee remains committed to ensuring that Mulgrave Country Club continues to evolve and thrive through strategic foresight, robust planning, and technological advancements.

Reepal Shah
Chair

GOVERNANCE AND POLICY COMMITTEE REPORT

This committee met 7 times during the past year and committee members included Peter Johnson (Interim General Manager), Fenton Coull (Vice President & former Chair of Committee), Reepal Shah (Director), Belinda Murphy (former Secretary & current Chair of Committee) Jim Saunders (President & ex-officio of all committees), Ashley Robertson (CEO) and Paul Morley (Manager of People & Culture).

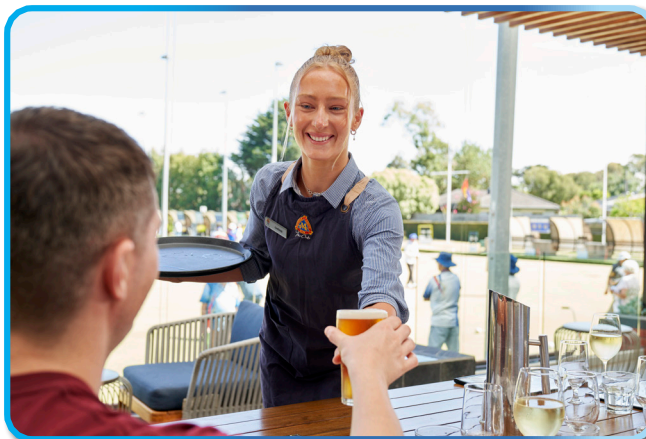
The committee focused on the following topics during the year:

- Board Performance Review
- Organisational Structure
- Board Policies, in particular communication/email
- Constitution review for the 2025 AGM
- By Laws review and update completed
- Sports Section Guidelines review and update completed
- Change of the Secretary position/duties to new CEO position

The focus for the following year will be further review of the Constitution to ensure it meets the needs of members, ongoing review of individual policies, considering and implementing new policies to ensure ongoing governance in the evolving club environment.

I would like to take this opportunity to thank all the committee members for their ongoing support, regular attendance, teamwork and enthusiasm during the year.

Belinda Murphy
Chair



SQUASH AND RACQUETBALL SECTION REPORT

I would like to start by acknowledging the Squash & Racquetball Committee and thank them for their time and effort that goes into making this Section operate smoothly. A particular thank you to Marguerite Lee who has been instrumental in pulling together all the content for committee meetings and representing the Squash and Racquetball Section at the monthly Sport Sections Meetings. Thanks also to Leonie Girvan who is stepping down as Ladies & SSL coordinator after 7 years.

I would like to also call out the coordinators, who are responsible for making sure we have pennant teams and giving members the opportunity to participate in the weekly competitions. Some of these coordinators have been running these events for a great number of years:

- Lyn Foreman – Friday daytime Pennant
- Leonie Girvan – Ladies & SSL
- Tashia Mihail – Masters
- Clinton Teh – Club Circuit
- Nick Tucker – Super League
- Rayleen Cooper – Racquetball
- Elton Cross – Social Media Co-ordinator
- General Committee members; Mark White; Connor Kent; John Willems and David Maher.

We recognise the time that goes into the Committee. This Committee has done over 1,200 hours in the last year. Thank you sincerely for all you do for the Club and the effort and time you put into making our section the largest and best it can be.

This past year we have had 39 pennant teams participating in 7 different pennant competitions, run an in-house squash competition and an in-between-seasons racquetball competition, and have had members competing regularly at graded and PSA level tournaments locally and around the world.

Raj Nanda, our coach, has been steadily increasing the numbers of juniors who are playing each week, with special thanks to Sky Loo and Menusha Hettiarachchi, who assist Raj with the junior program amongst many others, including parents and some of the elite squad.

In March 2024 we had the inaugural Mulgrave Tighthouse Open, a new graded and PSA event with Carina Loi winning the Women's Open; Patrick O'Shannessy winning Division 1 with Kyle Coenraad runner up; Robert Peake was runner up in Division 2; Indy Palihakkara was runner up in Division 3, Mark White won Division 4 with Nicholas Mazzarella was runner up; Davis Pulikottil won Division 5 with Alan Gibb was runner up; and Natalie Peake won Division.

In June Shahroze Khan was runner up in the +40 division at the Hong Kong Squash Masters whilst Kaveen Kohombange was the U15 Victorian Junior champion. We played Mt Baw Baw at their home courts in Drouin, going down to Mt Baw Baw and Tashia Mihail was judged as Mulgrave's Best & Fairest. Aleister Loo travelled overseas in search of more experience and played at the Penang Open Junior event, where he finished 10th in his first International tournament.

In August, Aleister travelled to Japan to compete in the Japan Junior Open, winning the 2nd plate event for U11. More experience racked up for Aleister.

The Australian Masters was held in Canberra in September with 10 Mulgrave members participating and Tom Slattery placing 2nd in the 80-84 Open, Lori Fernandez runner up in the Men's 60-64 Division 3, Janine Eedy runner up in Women's 55-59 Open and Michelle Rowles runner up in Women's 60-64 Open. Darren O'Neill won the Judith Goadby Memorial award for his exceptional contribution to Masters Squash, whilst Tom Slattery received a 30 year tournament participation award. Also later in September, the Australian Junior championships were held at Thornleigh NSW and a number of Mulgrave juniors attended – Aleister Loo, Chelsea Paule, Kaveen Kohombange, Manaia Kara-Brown and Robert Peake.

SQUASH AND RACQUETBALL SECTION REPORT

At 10 years of age, Aleister Loo took on the best in Australia, winning the U11's Australian Champion. Victoria finished just 3 points behind NSW in the teams event to be the runners up, an awesome effort! The future is in good hands with the current crop of juniors coming through.

In October James Long and Rob Hay travelled to Albury/Wodonga for the Australian Open Racquetball championships, with James becoming the A Grade Singles champion, repeating his win from last year!

Recently, Mulgrave won Squash & Racquetball Victoria's Club of the Year at their annual Awards evening, along with being nominated for the club of the year at the 2025 Squash Australia Annual awards a testament to our dedication and contributions to the sport.

And to finish off the year we had the Junior pennant teams play off in the finals with outstanding results, whilst last weekend there was a Masters Squash mixed graded tournament in Ballarat where 11 members played and five Mulgrave players were successful in their sections – Gary McPyke, Austin Richardson, Lori Fernandez, Neil Tytler and Allison Douglas. So, it is fair to say, it has been a big year with some great achievements by the Mulgrave Squash and Racquetball Club. Congratulations to all who participated, volunteered and achieved these fabulous results!

The Mulgrave Club Championships were held in November, with the winners being:

- Women's Squash Champion – Menusha Hettiarachchi
- Men's Squash Champion – Javed Ali
- Junior Squash Champion – Kaveen Kohambange
- Racquetball Champion – Ryan McCarter

All winners were presented with the club trophies at the Gala in December.

In January, we played the Baw Baw challenge again at Mulgrave, where Mulgrave was the winner and Ray Mouw judged our best and fairest player. In Launceston in February, Aleister Loo backed up his win last year and remained the U13 Tasmanian Junior champion. Kaveen Kohombange won the U15 Boys champion, Chelsea Paule won the U15 Girls champion at the same competition. We then ran a fundraising tournament in March at Mulgrave to support our juniors to help improve their outcomes, thanks to all who attended and assisted.

In February, at the ESRA Racquetball Championships, Ryan McCarter won the Open Singles, whilst Henry Rimanich and Rayleen Cooper were runners up in C Grade Doubles and David Nemes paired with Emily Heyen to win the D Grade Doubles.

The Squash and Racquetball Section currently has 354 members, which is the largest sports section by almost double at Mulgrave. There are 170 Social members, 152 Pennant members and 32 Junior members which we will expect to grow further this year.

I would like to thank Ashley Robertson, Bill McHoul and the Club for their ongoing support to the section.

Nick Tucker
Chair



LAWN BOWLS SECTION REPORT

Well it's hard to believe that my two-year term as Chair of the Mulgrave Country Club Bowls Section has flown by so quickly. It has certainly been a big learning curve for me and I am grateful for all the support I have received from both my committee and the bowling members.

Firstly, we must pay our respects to the bowls' friends that we have lost throughout this year. Some of our bowlers lost their loved ones as well. Our deepest sympathies are extended to their families and friends. A number of our bowlers were unwell or had medical treatment during the year and we supported them through these times

We re-appointed head coach Graeme Spencer for a further two years and he now feels like he is part of the furniture. Graeme has been very productive with the Monday and Thursday training sessions. He was always on hand during the finals series to give advice and support to those participating.

Bill McHoul joined Mulgrave Country Club in July 2023 as the Sports Coordinator and Community Liaison Officer and oversees all of the sporting sections. Bill is very proactive in promoting Mulgrave Country Club as a sporting club and has many good ideas for the advancement of sports at the club.

We continue to be well represented in the competitive bowls arena. At the end of the home and away pennant season Weekend Pennant achieved two section flags from Sides 3 and 5 with Side 3 going on to compete in the division quarter final against Heathmont. Although the results didn't go as planned they had an amazing season. Midweek Pennant also managed to secure two section flags from Sides 5 and 7.

The atmosphere at all of the finals was amazing with so many of our members attending the games to cheer their friends on. It certainly shows that the Mulgrave bowlers are proud to be part of this club.

A great effort from all bowlers and you all should be proud of your achievements. A big thanks to all Selection Committees for your hard work and dedication.

On the social side of bowls, we continue to receive good numbers on our weekly Wednesday competition throughout the year and all winter bowls. Our social bowls continue to conduct social Happy Days and other challenge games.

The club championships have all been played and congratulations to all winners, runners up and participants. This year the committee elected to award trophies to the winners of the clubs' singles and pairs championships with a small celebration afterwards. Again, all finals have been played in front of a large number of spectators which again adds to the camaraderie of the club.

The Bowls Section hosted a number of external events such as Eastern Ranges Bowls Championships, Pennant Finals, RSL events and the Keyton Retirement Living Triples tournament. We also hosted an Inclusion Day in February and a BPL (Bowls Premier League) qualifier on 2nd May.

A number of our bowlers represented the club at Region, Victorian and Australian Open events as well as playing in the BPL qualifiers.

Corporate Bowls had another successful year with around 1,000 participants and we must thank Brian Milnes and his helpers for their continued support. Brian has decided to step down from his role as convenor and we wish him all the best.

Barefoot Bowls ran from 31st January 2025 until 11 April 2025 on Friday evenings. This year the weather was very kind to us and we averaged around 80 bowlers each night. Shane McCluskey was the key driver of these evenings and encouraged everyone to have fun.

All of these activities cannot succeed without volunteers and I thank each and every one of you for giving up your time to ensure that things run like clockwork. The volunteers were recognised by the Mulgrave Country Club during in May.

LAWN BOWLS SECTION REPORT

The final 2024/2025 membership figure of 180 is up from the previous year's figure of 170. Movements during the year included 13 inward transfers and 9 new bowlers. The loss of members included 3 outward transfers and 10 non-renewed memberships.

We are grateful to our two sponsors – Barry Plant Monash Real Estate and Keyton Retirement Villages in Rowville. Both have updated their signage around the greens while Keyton were our sponsors of a bowls tournament during March.

Our three greens have been kept in immaculate condition throughout the year so we must thank our Green Keepers Michael De Mattia and Jason and our Greens Director Stephen Staff for their hard work.

Sue Miller
Chair



GOLF SECTION REPORT

The Golf section has continued to grow over the last 12 months with the full 32 compliment often being reached each month. A far cry from the 20/24 of recent years!

To help give all members the opportunity to play, we have started a mid-week round once a month which is slowly growing in numbers. This is a very relaxed environment with new players more than welcome.

The trip to Tocumwal in early November continues to be a highlight, with a good mix of golf and socialising.

Our Trophy presentations for 2024 were held in December where we acknowledged the following winners:

- Club Champion: Terry Ashmore
- Club Handicap Champion: Neil Jebb
- Stableford Champion: Glenn Holland
- Match Pay winner: Neil Jebb
- Plate Event winner: Terry Ashmore

Our committee for 2024 was:

- Steve Duke – Chairperson
- Derek Wood – Secretary
- Paul Maydom – Treasurer
- Rob Erdos – Starter
- Peter Miley – Handicapper
- Venkatrao Kapuganty – general committee
- Andrew Overton – general committee

Thanks to everyone for making the year successful – the hard work is appreciated by everyone.

Our thanks also to Ash Robertson, Bill McHoul and the Club staff who do a wonderful job for the members and to the Board for their ongoing support of the Golf Section.

We look forward to working with the club to continue to grow the golfing opportunities available to members.

Steve Duke
Chair





SNOOKER SECTION REPORT

This year marked an important milestone for the snooker section at Mulgrave, as it was our first official year operating as a formal section of the club. Becoming a recognised section has allowed us to better organise our activities, support our members, and build a strong foundation for the future.

To help maintain and improve our facilities, the Club has introduced an \$80 Sports Facility Fee. This initiative was well received and proved to be a success. The support from our members allowed us to continue offering a high standard of service and amenities. We are pleased to report that we ended the year with 80 active members, which is a great achievement for our first year.

Our players also had great success in competitions. Mulgrave Country Club snooker members competed in the Victorian Billiards and Snooker Association (VBSA) Pennant and proudly won both the B Grade and C Grade competitions. These results reflect the skill and dedication of our players and have brought great pride to the club.

To meet the growing demand for table time, the Club kindly added a third snooker table during the year. This addition has provided members with more opportunities

Overall, this has been a very successful first year for the snooker section. We thank all members for their support and involvement, and we look forward to building on this strong start in the year

Amit Manchanda
Chair



INDOOR BOWLS SECTION REPORT

Social Indoor Bowls this year has been different to any other time, as it is now played annually. The major change being the playing of games every Wednesday and Friday in the retired Tennis building, in Autumn and Summer. The Autumn Season is from middle of January to end of March, Summer Season late August to end of December. This change along with our traditional Winter program played as normal in the Members Lounge every Tuesday from April to end of August, enables additional days of social bowls for our regular bowlers along with the new members to enjoy this great game, who incidentally joined, through advertising and Facebook the Mulgrave Club provided.

Following the Indoor Bowls A.G.M. the new 2024 Committee appointed

- Chair – Morris Le Page (Returned).
- Secretary – Vicki Heath (Returned).
- Treasurer – Rosemary Lamattina (Returned).
- Committee Members – Barbara Eaton (Returned) Alison Meakin (New).
- Mulgrave Country Club Sections & South Group Delegate Morris (Returned).
- Indoor Pennant Selectors – Jean McLachlan, Vicki & Morris (Returned).
- Social Bowls Selectors – Vicki, Barbara & Rosemary (Returned).
- Social Bowls Competition & Publicity Officer – Vicki (Returned).
- Social Administrators Barbara (Returned) – Alison (New).
- Social Bowls Volunteer Hours Administrator – Morris (New).
- Social Bowls “Live Calander” Administrator – Vicki (New).

Annual Mulgrave Country Club Singles Competition 2024 Winner & Runner Up.

- Ladies Cub Champion – Vicki Heath, Runner-Up Barbara Eaton.
- Men’s Club Champion – Morris Le Page, Runner-Up Leigh Betts.

Represented Indoor Bowls in 2024

- Volunteer Dinner (Morris received Volunteer 2024 Award) and Local School Scholarship Dinner.

Once again two teams represented the Mulgrave Country Club in the South Group Indoor Bowls Pennant Competition, with both teams playing in Second Division. Following fourteen rounds of “Home and Away” games, Team One finished fifth, (Missing out playing finals, by shot up differential). Team Two finished third and went on to win the Second Division Grand Final.

The winning team of Octave Sarkissian, Joy Paulsen, Morris Le Page and Vicki Heath, received the Second Division Shield, Pennant, Plaque and medals at the September Presentation Day.

Representing the Mulgrave Country Club in the South Group Champion of Champion Competition.

- Ladies Competition – Vicki Heath through to the Grand Final finishing runner up.
- Men’s Competition – Morris Le Page Eliminated in the Semi-Final.

Morris Le Page
Chair

TENNIS SECTION REPORT

Our club has continued to grow over this membership year with an increase in membership and competition teams. Our courts, clubhouse and surrounds are in great condition, and all our lights, that provide lighting for four out of our six courts, are shining brightly. We are very excited about the prospect of having lighting installed for all our six courts in the next two years.

We acquired some more sturdy outdoor benches and made many improvements to our clubhouse.

During 2024/25 we have been busy with competition tennis and all the other tennis events at the club. We held the junior, senior and beginners club championships; ran two Bunnings BBQs; provided popular tennis hits for juniors at the annual Monash Children Hospital Walk; and had a very successful Open Day, amongst many other events. Our club coach, Adrian Lombardi, who manages the Millennium Tennis Academy, continues doing an amazing job in expanding his coaching programs to include more adult and group coaching opportunities. Adrian is a highly respected coach recognized by Tennis Australia for his outstanding junior development and coaching.

The people in our small club make a major contribution to the growth and development of tennis in the community. Our former Club Treasurer and current Mid-Week Mens' Coordinator, Ian Jenner, has been recognized by Waverley & District Tennis Association (WDTA) for continuing to play tennis despite his advanced years (80 plus). Our former Secretary Delyth Samuel is the President of WDTA's Committee of Management, taking over this role from a former President of our club, Mark Collins. Also, two members of our current committee, Jude Jusayan and yours truly, are WDTA Committee of Management members. Our Mid-Week Ladies team are still enjoying their tennis, with one member of the team, Margaret Clarke, holding the position of Chair of the Mid-Week Ladies division of WDTA.

WLMTC is a community club and leased by the club from Monash City Council. Local community access is part of our remit, and we are delighted to have hosted 'Hot Shots' gala days earlier this year for primary schools in the Waverley East Sports District. The schools were very appreciative of us for letting them use our courts for this event. The location was central for most schools in the district, with two of the schools able to walk to our courts. Thanks again to our club coach, Adrian Lombardi, who has great working relationships with the local schools, particularly Glen Waverley South and Wheelers Hill Primary Schools.

Our club is in the first year of a new 10-year lease for our club and grounds. One of the key changes from the previous lease is that no play is allowed past 9 p.m. on Sundays.

Our relationship with Mulgrave Country Club continues to provide a strong foundation for our club and its ongoing sustainability. Mulgrave Country Club's involvement with our club is greatly appreciated as we are a totally volunteer run club. We want to thank Mulgrave Country Club for all their support over the past membership year.

Finally ... I would like to thank our committee and the many people who volunteer at our club's activities such as Bunnings BBQs, working bees, junior competition, Open Day, etc. for their hard work that makes our club the great place that it is today.

Our committee consists of our:

- President
- Secretary and Senior Convenor
- Treasurer and Senior Convenor
- Vice President and Grounds
- Junior Convenor and Fundraising
- Mid-Week Ladies' Convenor
- Social Tennis Convenor
- General Member
- Coach

Nash Cannizzo
Steve Ilett
Brenton Graystone
Ian Jenner
Jude Jusayan
Tana McKean
Rainer Warkus
Xiaomei Li
Adrian Lombardi

Nash Cannizzo
Chair





