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SHORTLAND WATERS

ANNUAL REVIEW
2025-2026

INDEX

04	President's Report
06	Analysis of Results
09	Finance Audit & Risk Committee
10	Captain's Report
11	Green Committee
12	Sponsorship & Promotions
13	Clubhouse & Administration Committee
14	Golf Shop Report
16	Ladies Committee
17	Vets Report
17	Volunteers Report
18	Clubhouse Report
18	Digital Marketing & Communications Report
19	A Year in Pictures
20	Our Sponsors



OUR BOARD OF DIRECTORS



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President's Report

It's my privilege to present this Annual Report on behalf of the Board of Directors. I want to thank the members of the Board for their commitment and insights over the past twelve months that has ensured the club has had a good year and remains in a strong financial position. While the financial reports will record another good result, we need to recognise that this is attributed to the continued efforts from the Board and staff over the last few years. Our surplus this year was \$220,054 – more detailed analysis of this result will appear later in this review.

When I initially stood for the position of President, I did so on the basis that we needed to address the following 4 areas within the club, continued financial sustainability, core business development, staff satisfaction, retention and development and course and facilities development. The Board has continued to work diligently to achieve results in all these areas.

Continued Financial Sustainability

The financial results will show that we had a very profitable year that returned a healthy surplus for the club above the budget estimates we set at the beginning of our financial year. Our equity increased as well as our cash holdings and these are detailed in the FAR Committee report. Craig Martin as the Chairperson of the Finance and Risk Committee (FAR) has provided the leadership in this area that has resulted in financial restraints and controlled spending that has seen the club witness not only a sustained and improved bottom line but also added course and clubhouse benefits.

Core Business Development – Golf and Hospitality

We continue to see growth in our weekly competitions as well as ongoing patronage from social players and visiting members to our course. The game of golf is thriving, and our club is no exception to this. Our Golf Pro, Mitch Pryor, manages the golf shop and the daily social games and competitions at a very high standard and this supported by the great work of our Superintendent, Lee Golding and his team. The course is in great condition and receives constant praise from members and visitors. We have also conducted many corporate and charity golf days during the year with many groups re booking due to their experience at Shortland.

From a hospitality perspective we continue to have a well performing Bar led by Joshua Hartley and his team. Our Bistro has been operated by new caterers from December 2025, and it would be true to say we are still facing challenges around finding the right balance in this area. Our functions and events have continued at a steady rate, and we continue to review and explore ways in which we can develop in this area.

We have been well served by our increasing exposure through social media and Maddie Jacobs leads this area of communication through Facebook and Instagram posts as well as managing our website. We recognise that these areas need more of our focus as profile, communication and feedback drive business outcomes.

Staff satisfaction, retention, and development

We enjoy a good balance of permanent, part time and casual staff at Shortland. While our permanent and part time staff have remained steady, we have seen a number of changes in our casual staff, which to some extent is expected given the number of young uni students that we employ. The challenge is balancing the work force to meet the mutual requirements of all involved. This work is constant and ongoing.

Course and facilities enhancement

The Board continues to focus on the ever-changing needs of our course and facilities. This year we have invested in a number of new tee areas along with new equipment for the greens staff. In the coming year we have also identified the need to replace the 17th green and work will commence on that next month as well as some new facilities in the greens area.

Another area of focus for myself and the Board has been the continuing challenge to build our relationship and working arrangements with AVEO. Their DA plans to construct a Residential Aged Care Unit alongside our first tee has required ongoing discussions around the impact of this on our club. Negotiations continue as we seek solutions that will enable us to move forward as a club with a good working relationship with them as our neighbours.

To enhance communication between the membership and the Board I introduced a monthly Presidents Update and an opportunity for members to raise issues through feedback@shortlandwaters.com.au. Both these avenues continue to be met with a positive response from members who feel more connected with the Board and much more aware of the work we are undertaking and the actions we have put in place.

Finally, I want to thank each one of you for your support during the year. While there are always challenges to face in this role, I have to say that it is an absolute privilege to represent this club and be involved in the decision making process that goes to making us bigger and better. At the end of the day, we are a community of people, different in many ways, but drawn together by the great game of golf.

I encourage you to read the different reports from the groups that make up this community we call Shortland Waters. Following my report I have included some details of the performance of our different Business streams. These were collated by our Auditors as part of their audit at the end of our financial year.

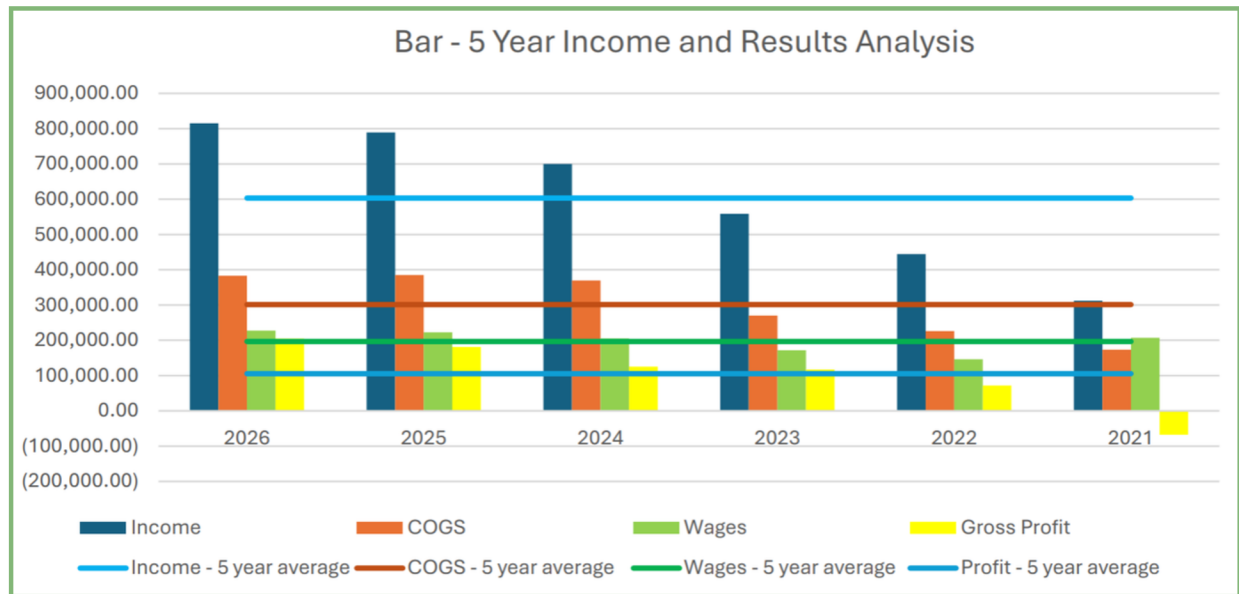
David Hogg

President

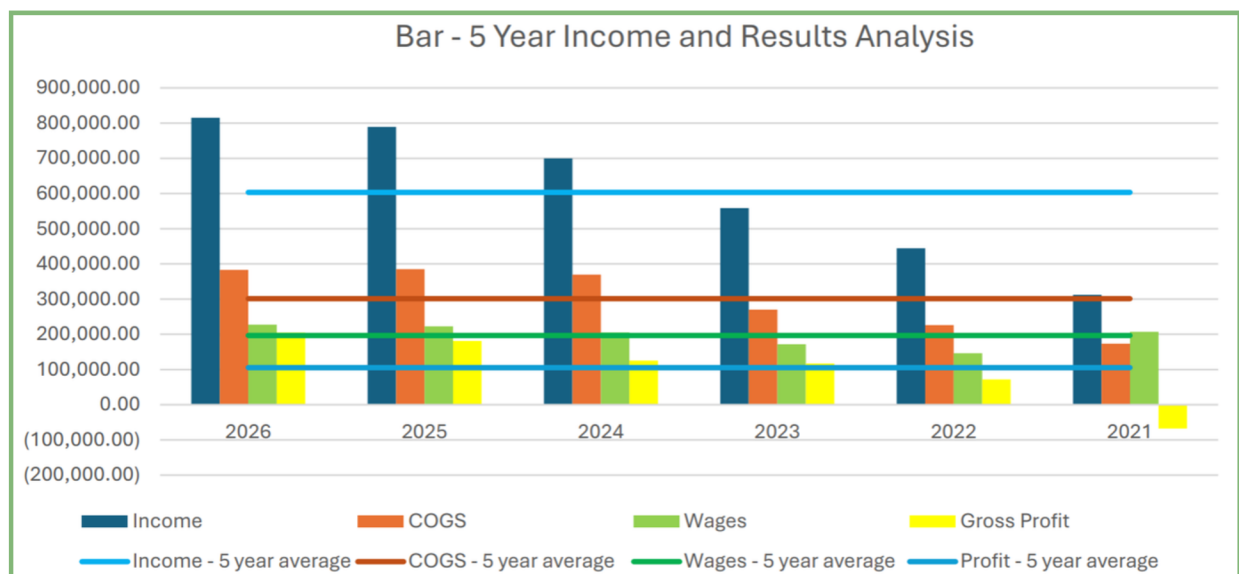
ANALYSIS OF RESULTS

Overall, the performance for the Club for the 2026 year has improved on the 2025 result, with continual strong growth realised over the previous 5 years. The result for 2026 was also hampered by environmental factors, including higher interest rates and cost of living pressures, along with weather impacts on the use of the golf course, particularly when golf carts are unable to be used on the course.

A 5-year analysis of the results is as follows:

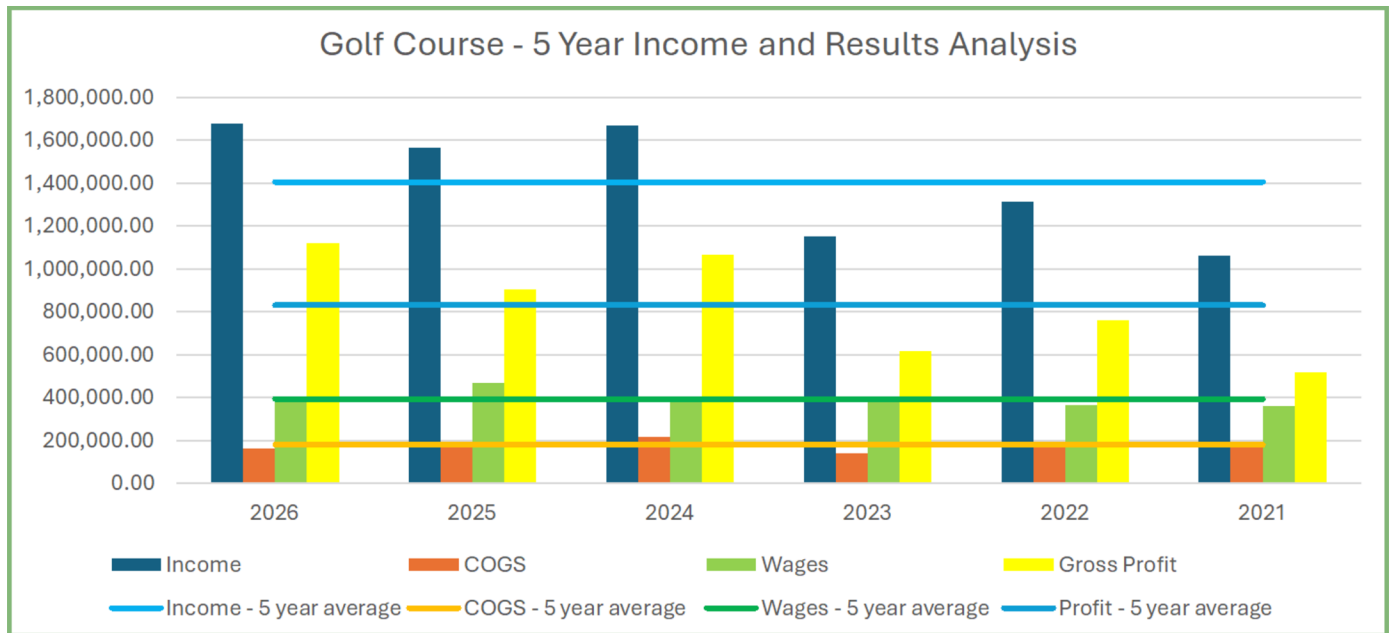


The Club has continued to generate positive returns since 2021. Revenue during 2026 is in excess of the 5-year average and 2025 results. Pleasingly, additional control and focus on lowering expenses has resulted in a higher profit figure compared to prior year.

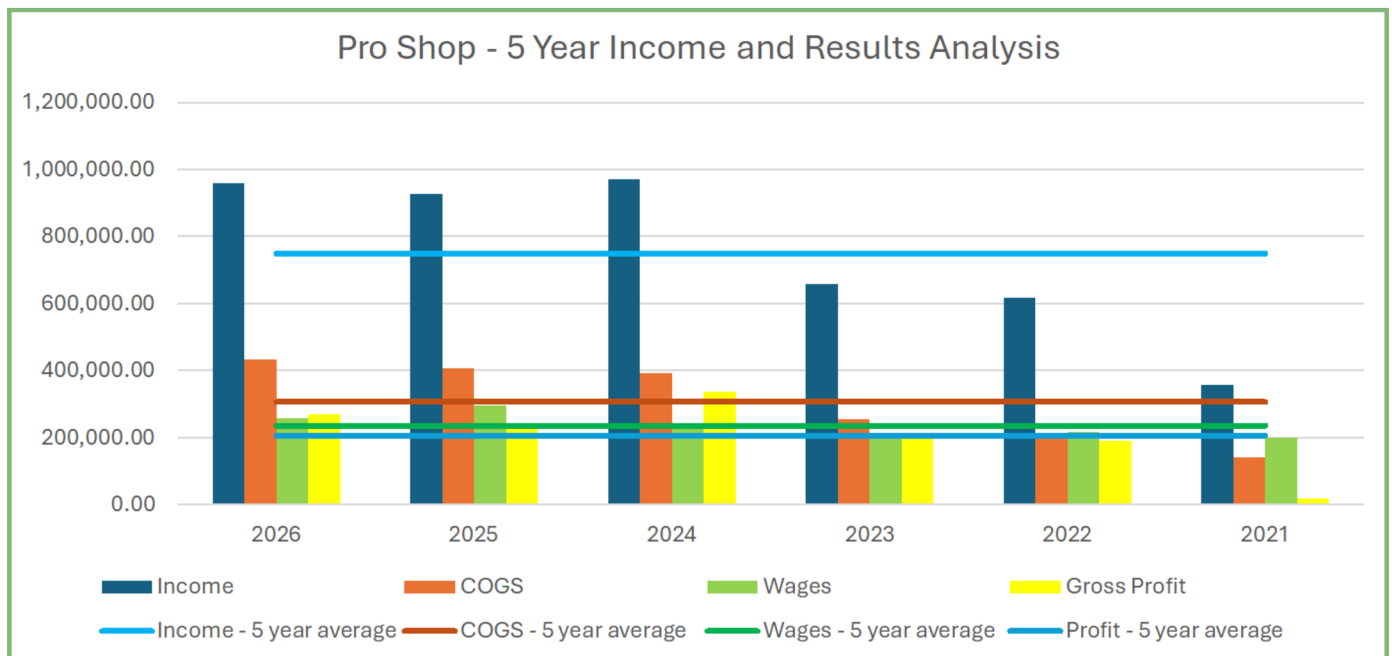


Bar sales have increased from 2025 and is above the 5-year average. This is an extremely positive result, and a lead indicator of the increased patronage at the Club. Cost of goods sold and wages have remained in line with 2025, which has resulted in a higher gross profit margin.

ANALYSIS OF RESULTS

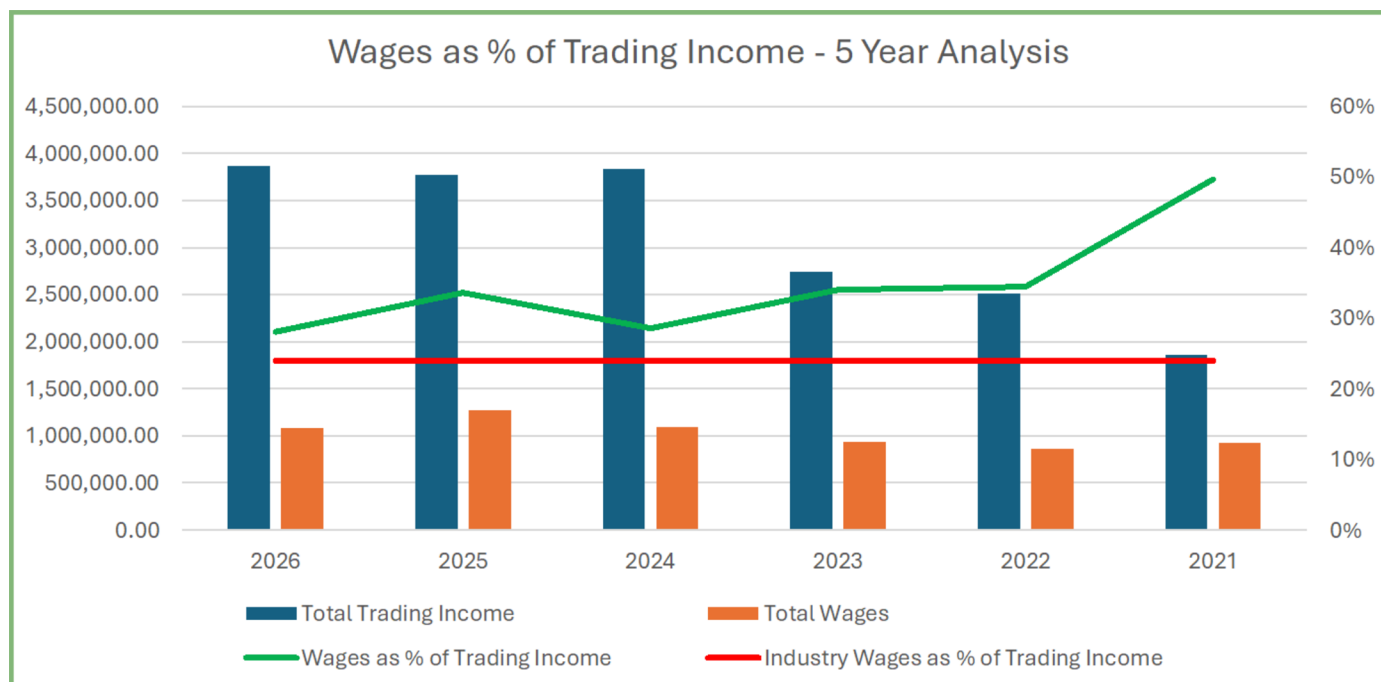


Golf course income has been impacted by weather conditions and other economic factors, but strongly bounced back from 2025 results. Additionally, income is well above the 5-year average, and combined with expenses being managed appropriately, results in a more positive result than in 2025 and the 5-year average.

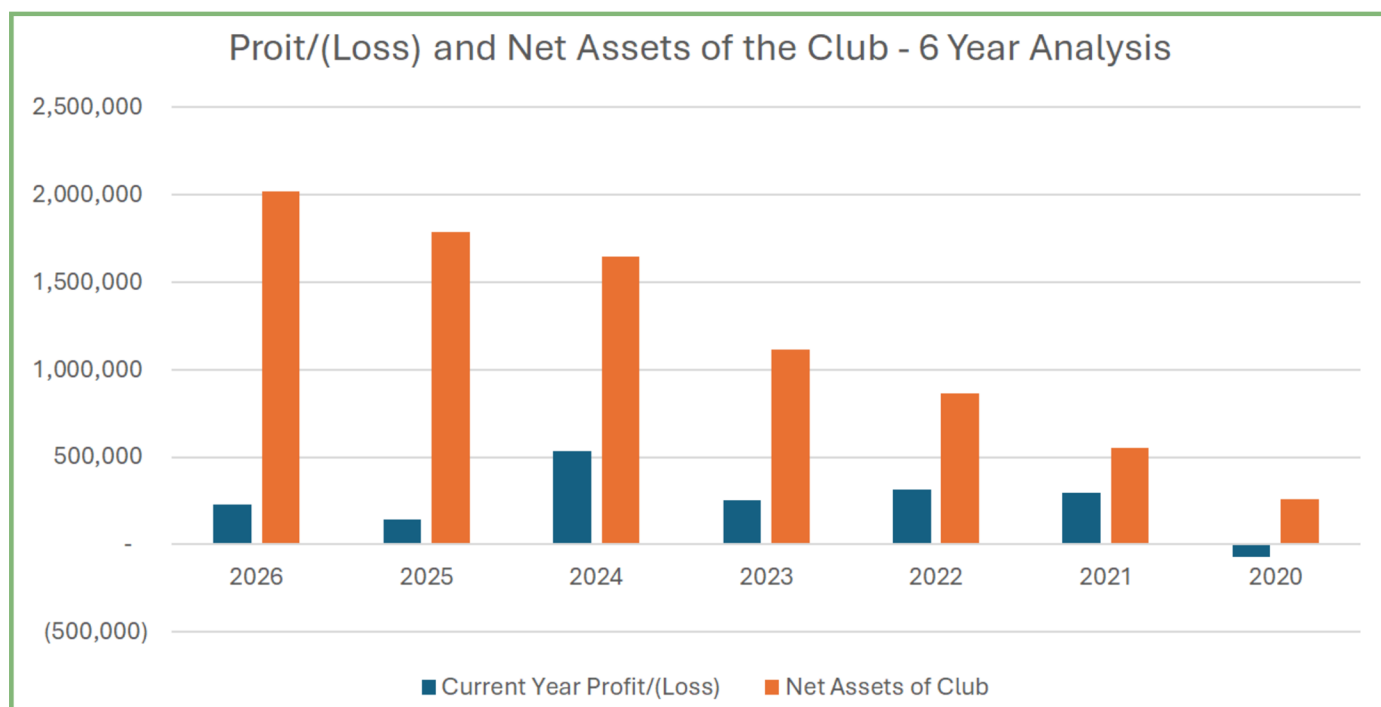


Results in the Pro shop are in line with results from the Course income. Expenses continue to be managed, with an increase in wages due to statutory wage and super changes, with profit results being impacted. However, a gross profit position, above the 5-year average realised, and strong growth was realised on prior year figures..

ANALYSIS OF RESULTS



The wages as a percentage trading income has trending back towards industry benchmarks, which is an overall positive result for the Club. While this metrics is important to be monitored, the delivery of high-quality services to members and guests continues to be a core focus for the Board and Management.



As illustrated above, the Club continues to generate positive returns for members, and the net assets of the Club continue to grow, with \$2M in net assets/equity realised as at 31 March 2026. This is a significant increase from the \$260,000 net assets at 31 March 2020.



FINANCE AUDIT & RISK COMMITTEE ANNUAL REPORT

It is my pleasure to present this statement on behalf of the Finance Audit & Risk (FAR) Committee for the 2025-26 financial year.

Despite some difficult periods due to wet weather the Club was still able to post a profit of \$220,054 which was up 64% on the year prior. This is an incredible result considering the difficult trading conditions in the first half of the year when the course was forced to close at one point due to the rain.

A high-level overview of the year shows:

- Income up 2.3%
- Expenses in line with last year

In respect to our 3 main Business Units operated by the club the graphs in this review showing the 5 Year Analysis all reflect a steady growth and good results for this financial year.

These results could not have been achieved if not for the enormous efforts of the staff in the Course, Golf Shop and Clubhouse. A big thank you to all the staff involved.

Significantly our Balance Sheet reflects a Total Equity of \$2,012,354 with Cash Reserves sitting at \$1,610,920

Over the course of the next twelve months we have plans to significantly re-invest in the Club with course renovations and additions to the course equipment already underway. This investment will only see the Club continue to grow and solidify its place as one of the best courses in the area.

We look forward to another successful year.
Happy Golfing.

Craig Martin.
FAR Chairman



CAPTAIN'S ANNUAL REPORT

Welcome to the 2025/ 2026 year in review.

We started again with another wet winter and the course having to be closed, several times, due to the condition of the course. The course now has a great asphalt path around the holes but we still depend on Mother Nature cooperating and giving us the rain we need without interfering with our weekly games of golf. Our small group of staff on the course led by our Superintendent Lee Goldie, and our volunteers, have done a great job in presenting a course we can be proud of. After this year's pennant series we know we have the best consistently presented golf course certainly around this extended area, so thanks again Lee to you and your team and the volunteers for all your good work!!

The men's 2026 pennant series was a great time for our club with the men's A grade team being led by Dale Andrean, with Jimmy Kiker as manager, getting through to the final which produced some tense scenes at Nelson Bay Golf Club. We were down late in the final until Mitch Steel won his last few holes and then won his 19th hole to send us into overtime. Steven Slappendel then took two sudden death holes to claim the pennant for us. Congratulations again to our A grade team for winning the pennant for us !

The B grade team went through the series undefeated, a remarkable achievement, only to sadly lose their semi final in another tense battle and be knocked out. Our thanks to Gavin Ward for stepping up this year to captain this side, hopefully next year we can go on to claim the pennant.

Our thanks to all who have represented our club in the 2026 pennant series.

The Club Championships were won by Steven Slappendel in A grade, Brad Sturgeon in B grade, Jamison Archer in C grade and our Junior champion was Louis Reed. The Men's Foursomes was won by Steven Slappendel and Luke Iredale with the Mixed Foursomes being won by Michael Achurch and Catherine Nolan. Congratulations to all !!

With golf being as popular as it is we are fortunate to have a golf shop staff as we do with our club professional Mitch Pryor leading this team of members. Thanks for all the work you and your team do Mitch, just like the course staff these can be very trying positions at times due to various circumstances! Our clubhouse staff have also been a great help getting work done that needed to be done and keeping us refreshed so thanks again to all of our staff who continue to put in the efforts needed to keep our clubhouse running !

Finally to our Club's Board and Members thank you so much for your work, support and participation in the events we run and for being members of our great club. May we continue to grow as a Club and enjoy the game we love.

Shane Arthur
Club Captain



GREENS COMMITTEE ANNUAL REPORT

It's been another busy year on the course, starting and finishing quite wet but with a lot of good golfing weather in between.

In the past 12 months we have taken delivery of a new fairway mower, tees mower, greens mower and greens roller under our regular replacement program and are also about to take delivery of a new tractor and Verti drainer which will allow us to renovate our compacted fairways and surrounds. Over time this will slowly relieve compaction, improve the drainage and therefore allow much healthier turf.

Aveo have completed installation of the pumps to move water from the 9th and 10th dams to the main dam for us to utilise on the course for watering. This should also help to direct excess water away from overflowing onto the course.

We have commenced our scheduled bunkers restoration program. Trimming back, adding sand and flattening the bases. As time and weather allow, we will work our way around the course over the next couple of months. The bunkers will be much better once we complete these works.

The 17th green will be completely redone this year which should put an end to the bunkers washing out and will also provide a bigger fairer putting surface. We will be using the practice chipping green to the right of the first tee as out 19th hole to keep 18 holes in play through the renovation. This will be played after the 11th hole and then continue on to the 12th hole. Members that were here when the Aveo course changes were taking place will remember playing this spare hole and it should be the same and be around 100 – 120 metres. Timing will depend on the availability of the company doing the construction but once started should only take a few months.

Finally, a few thank-yous, firstly to the volunteers that keep the areas around the clubhouse looking great, also to greens committee members Neil Davies, Judy Hayes and our Course Superintendent Lee Goldie and his staff for all their hard work during the year. Also thank you to all members for your ongoing support, and I wish you all good golfing for the year.

Robert Piltz
Greens Chairman

SPONSORSHIP & PROMOTIONS ANNUAL REPORT

We thank all our sponsors for being part of our Shortland Waters Golf Club sponsorship family, their generous support is an integral part of our club's success and is greatly appreciated.

SWGC annual sponsorship packages for 2025-26 were once again on offer from April 1, with all 18 tee signs displaying artwork to promote each of our generous sponsors for the 12 month period.

In addition, six sponsorship signage opportunities surrounding the practice putting green and two forward tee positions were also on offer. SWGC generic artwork promotions were installed when unsold spaces are available.

Our golf cart fleet sponsor was welcomed for a third year and generously offered special discounts for any SWGC members taking advantage of their services. Any sponsor promoting their own golf practice facilities on our course signage, also agreed to include discounted offers for SWGC members.



Packages included free graphic design by our creative services business partner, printing and installation by SWGC, plus sponsor golf day invitations, discounts on SWGC golf membership, and artwork displays on our website, newsletters and clubhouse screens.

A promotional corporate brochure was produced for Shortland Waters Golf Club which included the club's historic profile, the current course layout detail, and content to help attract club functions and corporate events. SWGC clubhouse entrance signage, foyer area makeover concepts, plus honour board artwork installation all took place to help improve club presentation, image and identity. Other major sponsorship opportunities will continue to be promoted including SWGC flagpole, Big Golf Ball, and fenceline billboard options made available.

Alone we can do little, together we can do so much, please support our sponsorship partners where ever possible.

Ross Hartley
Chair

CLUBHOUSE AND ADMINISTRATION COMMITTEE ANNUAL REPORT

The Clubhouse and Administration Committee has the role of reporting to the Board on matters concerning the maintenance of the Clubhouse and concerning the promotion and facilitating functions for members and visitors in the Clubhouse. It has oversight that the systems in place are consistent with member needs. The Committee also has the function of ensuring that the Club complies with all statutory legal requirements.

The Committee is aware that it has the obligation to help the management run the Club without interference and has adopted the role of receiving reports, offering advice and reporting needs and requests to the Board and Finance Committee for budgetary consideration. It has also, at times, promoted special programs to assist management.

During the reporting period of this statement, the Committee has –

- Seen a build-up of communication to members through Newsletters of club functions, activities and special offers and events;
- Strengthened the Club's media exposure in Facebook, Instagram, Business Profile and Marketing as well as assessing the performance of each medium;
- Pursued the introduction of CIRT (Contracting Industry Redundancy Trust) to assist Club management in reaching compliance in all mandatory Club activities by
 - Setting up compliant and inter-dependent position descriptors;
 - Ensuring staff members complete their induction courses;
 - Ensuring staff members remain up-to-date in all expectations of position expectations; and
 - Setting up management processes to ensure staff records are spontaneously up- to-date;
- Developed a clear system of managing new member applications and wait lists;
- Updated the lock and key system;
- Upgraded the Club's security system with camera reallocation; and
- Refurnished the Clubhouse and installed new carpet.

During the year, the Club contracted out the operation of the Bistro, which contract is still in its probationary stage. This replaced the previous Club-run arrangement which was believed to be uneconomic. During this probationary period the Club's media staff have been assisting in its promotion.

At the beginning of 2026, the Committee felt that a new General Manager could take over most of the direction of these activities with little Committee or Board action until the GM would bring issues to the Board. However, with the recent resignation of the GM, the Committee feels that it may take a more active supervisory roll of Clubhouse and Administration, relying on reports from middle management.

John McConnell
For the Committee.





GOLF SHOP ANNUAL REPORT

2025-2026 once again has been a productive year working on keeping the proshop standards to the highest level of professionalism across the board. A big thankyou to all the proshop staff for doing their bit to help achieve these standards.

Fitting days once again have played a significant role in annual proshop retail turnover. In the last financial year, we have been fortunate to add TaylorMade hardware into our retail range. This has been a great addition to our range of hardware, well received at our fitting events and look forward to making TaylorMade part of our regular line up of fitting events along with PING, Srixon/Cleveland and Titleist. The feedback from all of these companies, is how well organised and supported these events are from the proshop staff, which gives the customer the full experience and the flow on from this shows in the sales converted. Once again, a big thank you to all of the members who have supported all of these events.

Online golf retail has made the retail market a very competitive area, with this in mind would like to remind all members who are looking at new golfing product to seek the proshop as its first point of call. With the size and layout, current budgets it's not possible to carry all available golfing products on the floor. The proshop now holds accounts with all major companies and will certainly price match where possible. Golf retail like any form of retail continues to be a battle with the ongoing increase of the cost of goods purchased, with this in mind the proshop is still here to provide the best price possible, providing the GP % return meets the standards of budget expectations.

The last financial year was once again highlighted with many Corporate/Charity events. Majority of these events have been repeat events from previous years as the service and experience they receive at Shortland Waters has been second to none. While they cause some minor interruptions to the members access for course and clubhouse, they are an integral part of the golf clubs revenue stream and will continue to be an avenue we regularly pursue. Would like to thank Eagles Plumbing, Westpac Rescue Helicopter, Nepean Power and RUN DIPG for their ongoing commitment and also the new corporates we welcomed over the last year.

Golf lessons continue to be an integral part of the weekly roster, through positive word of mouth, increased performances, lesson times are regularly booked with existing clients as well as new clients, both current members and visiting members from surrounding clubs. With addition to myself offering lessons, Ben has now achieved community coaching status to start offering his services for game development and club fittings. Tuesday – Friday are still the best lesson days, with multiple lesson packages available. Mondays can be made available with Ben directly.

Key objectives from the proshop;

Short Term Objectives

- Better the proshop layout to make retail shopping and browsing more seamless
- Continue work with other key staff figures in creating the right tools for ongoing promotion of Shortland Waters Golf Club
- Maintain current lesson bookings and further development in coaching tools

Long Term Objectives

- Working with the board to increase coaching opportunities and areas
- Create further key relations with all the leading golf companies
- Become a prime retail outlet for the broader golfing community

Happy Golfing for the rest of 2026 and beyond, as we continue to make Shortland Waters Golf Club a standout facility for members and guests.

Thanks

Mitch Pryor

Club Professional



LADIES COMMITTEE ANNUAL REPORT

The Annual General Meeting of the Lady members took place in November 2025, after which the office bearers and committee members were as follows:

President: Catherine Nolan	Secretary: Gemma Kennedy
Vice President: Maree Breen	Treasurer: Gail Isles
Captain: Judy Hayes	Assistant secretary: <i>Vacant</i>
Vice Captain: <i>Vacant</i>	

Committee Members: Margaret Cordingley, Michelle Hartley & Sabena O'Brien

Club Championships 2025

Open division and club champion: Melissa Minto

Division 2: Gemma Kennedy

Division 3: Donna Jones

Ladies Foursomes winners (April 2025): Jane Martin & Melissa Minto

Charity Day 2025 *(In aid of Hunter Children's Research Foundation)*

After being rescheduled twice, and finally cancelled due to wet weather and course closures, an indoor fun day and luncheon was held on Tuesday 26th August with chipping and putting competitions and coin toss held in lieu of NTP and longest drive competitions together with the drawing of the raffle. Our generous sponsors agreed to donate their competition prizemoney directly to the charity, and some of the golfers donated their entry fees as well, to which end a total of \$7,400 was raised for HCRF

Pennants 2026

The 2026 pennant matches were held in February and March. SWGC ladies fielded teams of 6 players for each match in Division 2 against 5 other clubs. We finished the season in 3rd place behind Waratah and Pacific Dunes. 2026 Pennant squad: Jane Martin, Maree Breen, Emma Calcamuggi, Melissa Minto, Catherine Nolan, Jewel See, Kylie Neems, Colleen French and Teena Ibbertson.

Major Sponsors for 2025-2026

Bass Floor	Piltzy Freight Services	JMC Building
NHD Construction	Anthony Merlo (Colliers)	Hunter Valley Private Hospital
David Hogg	Mark Harper	Joanne Rose & Frank Bowen
Noel Millard	Finnbarr Construction	Newcastle Integrated Physiotherapy
Petro Gleeson	Local Hearing Aid Specialists	

Thank you to all these sponsors, and to all the ladies who continue to sponsor our regular events throughout the year.

Donations towards Course Improvements

\$1000 for the purchase of turf to replace the garden near the men's first tee.

Major Expenses

\$500 for 2025 Charity Day raffle major prize

\$1900 for annual trophies

\$537.20 for tombola prizes at Christmas Luncheon

The ladies would like to express their gratitude to all the staff, directors and the volunteers who continue to provide us with a great club and an outstanding golf course.

Catherine Nolan
Ladies President

VETS ANNUAL REPORT

To date May 2026, the Vets continue to enjoy our golfing at Shortland Waters Golf Club. Transferring from card to mobile phone has been successful, though frustrating for some of our vets as I can attest to. But once mastered it was easy to use.

Contributions of Vets fees to date amount to \$11,790:00 with club fees equaling \$7,860:00 and Vet fees of \$3,930:00,

Up till end of May, 931 entrants of Vets (men and women) enjoyed golf at our Shortland course. It was pleasing to see on 9-4-2026 some 61 entrants of Vets played at our course. As always Vets will continue to support and enjoy our home course, enjoying our morning of golf followed by friendship and refreshments at Shortland Waters Golf Club.

Albert Erzetich.

VOLUNTEERS ANNUAL REPORT

We often have people comment on the gardens surrounding the clubhouse and how well they are kept. These gardens and surrounds certainly add to first impressions of our course, and we continue to be very grateful to the band of committed volunteers who work consistently and tirelessly to maintain them. We acknowledge the work of Carol and Bob Aitken, Neil Wales, Melissa Minto, Sue McConnell, Noel Brock, Peter Guest and Peter Slevin.

We also want to acknowledge the work of other volunteers who work around the course supplementing the great work of the greens staff. Their contribution involves whipper-snipping, trimming hedges, cutting native grasses, clearing branches and drains and mulching gardens. Thanks again to John Nolan, Bill Foot, Bruce Stevenson, Peter Guest, Peter Slevin and Bob Aitken.

We also thank those members, who are tradesmen, that regularly provide their services at greatly reduced prices during the year – another big thank you to you all.



CLUBHOUSE ANNUAL REPORT

The role of the Secretary Manager has primarily been focused on the Clubhouse functions and administration which include the bar, bistro, gaming and office. As always, it has been a very busy year in these areas.

The bar has continued to be a focal point for members of the club and visitors alike. We have been able to generate a strong profit through sales, promotions and the associated gaming options provided for the punters.

The Bistro underwent several changes during the past year and the Board decided to engage caterers to undertake Bistro duties as opposed to employing our own staff. The current providers commenced in December and to some extent are still settling in and finding their feet. We have increased the number of functions and events this year and have had weddings, baby showers, wakes, birthdays and anniversary celebrations in the club. This is certainly an area that we can expand within the club, and the Board is keen to develop our facilities in order to cater better for these opportunities.

We want to thank our members who support the activities of the clubhouse especially the Friday Night raffles and members draw and the Wednesday Trivia Nights. The clubhouse has the potential of becoming the social hub for members beyond just the golf days and we encourage you all to take advantage of the social opportunities available.

Finally, a big thank you to all the staff that serve and support our patrons. Their commitment to service and friendly disposition is greatly appreciated.

Clubhouse Management

DIGITAL MARKETING & COMMUNICATIONS REPORT

Throughout the past year, Shortland Waters Golf Club has continued to strengthen its digital presence through both social media and website platforms, helping to promote the club, engage members and guests, and support business growth across all areas of the venue.

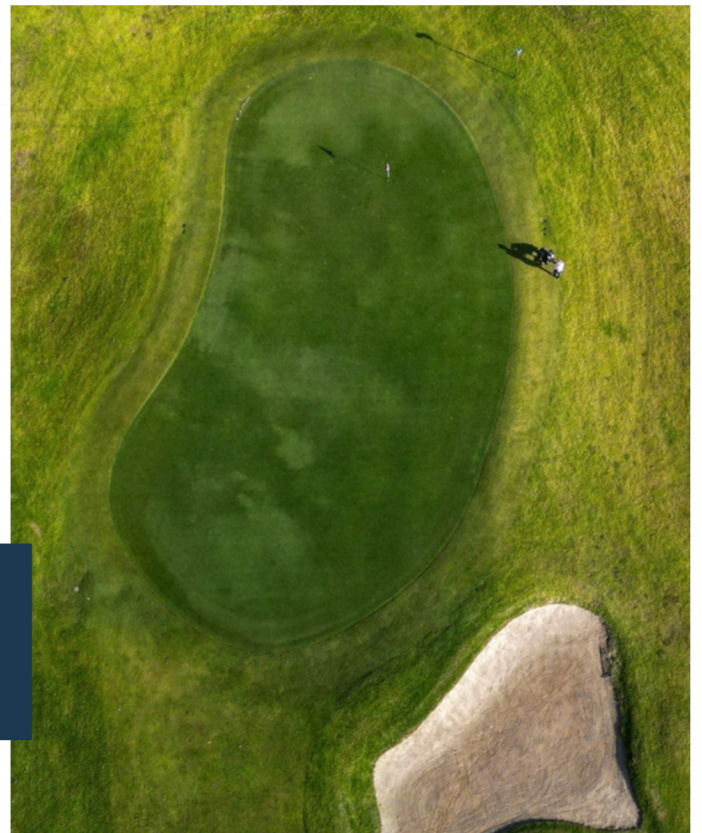
Our social media channels have played a key role in showcasing golf competitions, club events, dining promotions, special occasions, and community activities. Regular content has allowed us to maintain strong engagement with members while also reaching new audiences and potential customers. The promotion of functions, weddings, birthdays, and corporate events has generated increased enquiries and awareness of the club's facilities.

The club website remains an important source of information for members and visitors, providing easy access to golf bookings, membership information, event details, dining options, and function packages. Ongoing updates have ensured information remains current and accessible, while online enquiry forms continue to generate valuable leads for functions and venue hire opportunities.

Photography and digital content have helped highlight the club's facilities, events, and community atmosphere, reinforcing Shortland Waters Golf Club's reputation as both a quality golf destination and a welcoming social venue.

Moving forward, we will continue to focus on growing our online audience, improving engagement, enhancing website functionality, and promoting the club's diverse range of offerings to both members and the wider community.

Maddie Jacobs
Media Coordinator



A YEAR IN PICTURES





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