

Windross Farm

Strategic Plan 2021-2025

Our Vision We are a marquee facility providing a unique and memorable golf experience.

Our Mission Delivering exceptional experiences for our members and guests by providing access to a quality golf course and facilities with consistently high levels of service, whilst remaining member centric in all our decision making.

Our Values

- We act with integrity.
- We are innovative.
- We are progressive.
- We are inclusive.
- We act with respect.
- We are transparent.
- We are proud.

Our Pillars of Success

1. MEMBERSHIP & PEOPLE
2. FINANCE
3. FACILITIES

Our Goals

Membership

1. To deliver value to members through our model of reasonable availability, which prioritises accessibility and fellowship within a vibrant forward-thinking club.
2. To provide a positive membership experience by engaging and communicating effectively with our members and key stakeholders.

Finance

3. To continue our financial management strategy that enhances the club's financial position through effective budgeting, investment policy and capital improvements.
4. To develop a diverse and sustainable revenue model which enables continued investment into our facilities and member activities.

Facilities

5. To present our course and facilities to the highest standards, which showcases our unique natural environment and enhances our position as a premium golf and hospitality destination.
6. Course and facility usage will be maximised without prejudicing course quality.

[Our Objectives - 2022/23 \(updated annually\)](#)

Membership

1. To deliver value to members through our model of reasonable availability, which prioritises accessibility and fellowship within a vibrant forward-thinking club.

1.1. To optimise membership numbers to ensure members enjoy priority access to tee times that ensures a high probability of booking an available tee time on or near the

day and time they prefer – waiting lists for tee times on DotGolf timesheets will not be required.

1.2. To implement a calendar of events which promotes a healthy range of competition and interaction for our male and female members.

1.3. Golf Committee to develop a golf fixture that incorporates at least three new mixed trophy events by 1 February 2023.

1.4. Management to develop a Club events schedule that promotes at least three new social functions by 1 February 2023 – at least one of these to be for members U35 years of age.

1.5. To have over 750 members at 31 December 2022, and to retain over 750 members at the start of the 2023/24 financial year - 1 November 2023.

1.6. To promote pathways to golf and membership for Women & Girls – the Club to develop a Women & Girls action plan by 1 April 2023.

2. To provide a positive membership experience by engaging and communicating effectively with our members and key stakeholders.

2.1. To provide a professional and welcoming service throughout the club that exceeds the expectations of members and guests each time they interact with Windross Farm.

2.2. To implement a communication plan which ensures that membership information is effectively shared across a range of platforms and channels. New website with 'member news' functionality and digital platform (Instagram & Facebook) design to be launched by 1 April 2023.

2.3. To establish and complete an annual membership survey by 1 June 2023.

2.4. To deliver a monthly club e-newsletter in the second week of each month, excluding January, which provides regular updates on matters of interest to members.

Finance

3. To continue our financial management strategy that enhances the club's financial position through effective budgeting, investment policy, and capital improvements.

3.1. To align our investment policy to our strategic plan in conjunction with the Board and senior staff. Finance & Investment Committee to develop a Statement of Investment Policy & Objectives document and confirm Fund Manager by 31 December 2022.

3.2. To diversify revenue streams which deliver financial growth and enable capital investment and sustainable financial success.

3.3. To measure and manage the different revenue streams within the club.

3.4.

3.4. To Grow EBIDA (Earnings Before Interest, Depreciation, Amortisation) to 5% by year-end 30 September 2023. (Following Accounting treatment of Lease Rental Agreements being Depreciated.)

3.5. To implement a new Accounting & Reporting software solution by 1 July 2023 with full cut-over on 1 October 2023.

4. To develop a diverse and sustainable revenue model which enables continued investment into our facilities and member activities.

4.1. Course availability will be visible to non-members well in advance so that they can book and plan visits. Club management can provide up to 15% of available tee times to guests, minimising the impact on member access.

4.2. To provide a mix of membership options that meet the needs of modern golfers, and which will attract and retain a fully subscribed and engaged membership.

4.3. Focus on our unique selling points and establish clear market differentiation by: continuing our marquee status; building our international reputation; recognising our position as a superb winter course; enhancing our return visitors which make up the majority of our visitors; continuing to evolve new opportunities.

4.4. Continue to advance Golf Shop revenue growth and set clear annual targets. Golf Shop Department to return a Net Operating Loss excluding Green Fees of ≤\$40k at year-end 30 September 2023.

4.5. Continue to advance Food and Beverage growth and set clear annual targets. Food & Beverage Department to return a Net Operating Profit at year-end 30 September 2023.

4.6. Become a premium destination for Corporate events both with and without golf. To add at least four new Corporate golf events generating \geq \$33,750 Green Fee and Food & Beverage revenue (250 players at \$135pp or equivalent) by year-end 30 September 2023, with no attrition from 2021/22 financial year.

Facilities

5. To present our course and facilities to the highest standard, which showcases our unique natural environment and enhances our position as a premium golf and hospitality destination.

5.1. The Board will lead and develop an asset management plan covering all its assets and unutilised land by 1 July 2023. This plan will look at short and long term approaches to optimising use of these assets in line with the club, course and strategic intent.

5.2. Implement a course Maintenance and improvement plan by 1 April 2023.

5.3. To have adequate staffing and volunteer support to ensure the course is presented optimally all year round. Minimum seven full-time staff appointed on the Course Maintenance team at all times.

5.4. To convert the green surrounds to predominant Fine Fescue by year-end 30 September 2024.

5.5. To present the greens with a focus on *Trueness* and a Stimp-meter reading \geq 9.5 Feet for 32+ weeks each year – readings to be conducted prior to Saturday play.

5.6. To develop a clubhouse & facilities improvement schedule by 1 April 2023, and future growth feasibility study by 1 June 2023.

5.7. Café to implement Seasonal Menu (minimum four complete changes per annum) focusing on fast, fresh, and local produce - ongoing.

6. Course and facility usage will be maximised without prejudicing course quality.

6.1. Plan an approach that allows improved access to the facilities at non-peak times and extending course availability during daylight saving/summer. Promote 'all golf is golf' culture throughout membership communications.

6.2. To annually review the ability of the course to sustain increased playing time, particularly in summer, while not compromising quality of play.

6.3. Driving Range revenue of \geq \$66,500 at year-end 30 September 2023. Facility access and promotion to be marketed through digital platforms.