GOONAWARRA GOLF CLUB

Five-Year Strategic Plan

FY2027 – FY2032

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Prepared for: Members of Goonawarra Golf Club

Date: October 2026 | Version: 10.23

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MEMBER EDITION

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1. Executive Summary & Foreword

This Five-Year Strategic Plan sets Goonawarra Golf Club (GGC) on a clear path: to be recognised among Australia's Top 100 Public Access golf courses, with an evaluation process beginning in 2032 and publication of the Club's rating in the 2033 list contingent on that outcome. Every major initiative in this plan is judged against that goal, and the plan is structured around five strategic pillars — The Golf Course, Member Services, People and Culture, Finance and Risk, and Operational Excellence.

The plan is carried by a small number of major commitments:

- Course design and conditioning review (FY27, $50,000): an independent course designer and turf agronomist will assess design enhancements and fairway turf strategy against the Top 100 criteria, informing any future decision on grass type and the irrigation upgrade's detailed design.
- Irrigation system upgrade (filtration unit in FY27, then the Rainbird IC system over FY28–FY30; ~$349,000 in total, excluding installation labour): replacing a 18-year-old system with escalating failure costs — proceeding on its own merits regardless of the turf outcome.
- Technology-enabled driving range (targeted completion November 2027; $1.3 million; expanded scope and funding approved by the Board in September 2026; Owner's Consent awaits a Hume City Council feasibility study): the Club's number one near-term capital priority, adding a full synthetic hitting surface and complete lighting package, with its net operating benefit helping to fund the broader course improvement programme.
- Concrete cart path extension (medium/long term; indicative ~$1.2m–$1.9m inc GST, at investigation stage): extending the existing ~100-metre tee paths into a continuous network so that carts can remain on course, on paths, during wet conditions rather than being banned — a member-experience, accessibility and course-protection project, with route design in FY29 and staged construction from FY32, subject to a business case and the Club's cash position.
- Clubhouse renovation or rebuild: an important long-term ambition, held as a parallel, monitored project pending Hume City Council initiating its committed Masterplan process.
- Financial discipline: a non-negotiable $300,000 minimum cash reserve and a business case required before any major capital is committed, keeping the Club's strongest-ever financial position intact through the capital programme.
- Membership and member experience: having grown to a record 1,075 members (up from 707 three years earlier) and with Saturday access now at capacity, the plan's focus shifts from growing membership numbers to protecting the experience of the members the Club already has — through renewed retention, onboarding, and tee-time access management.

Financially, the Club enters the plan period from a position of strength. Total Equity passed $1 million for the first time in FY26 ($1,078,468), on cumulative net profit exceeding $530,000 over the three years to June 2025 — more than the Club earned in total across 2001 to 2022 — with cash at bank of $703,468 at 30 June 2026.

Delivered as set out here, this plan carries Goonawarra from a club that has outgrown its own infrastructure to one that matches its ambition: a golf course conditioned and designed to a genuine Top 100 standard, a modern and efficient irrigation system replacing a failing 18-year-old network, a driving range introducing the next generation of golfers to the game on class-leading technology, and a membership — now at a record 1,075 — whose experience the Club protects as deliberately as it once pursued their numbers. The clubhouse — the one major ambition still waiting on Hume City Council — stands ready to be the next chapter the moment

that door opens. This is the Club the Board and its members are building together, one disciplined, fully-costed decision at a time.

2. Vision, Mission & Values

2.1 Vision

Achieve a Top 100 Public Access Course ranking. The evaluation process begins in 2032, and publication in the 2033 list is contingent on the outcome of that evaluation (Golf Australia Magazine's Top 100 Public Access list is published only in odd years).

2.2 Mission

The Goonawarra Golf Club operates a quality 18-hole golf course located in Sunbury, Victoria, supported by a professionally staffed Golf Operations and Management Team. The Management Team and Board are dedicated to growing the membership, social golf experience, clubhouse services and most importantly the golf course for everyone to enjoy across the greater community.

2.3 Values

Value	Description
Membership	Members are the lifeblood of the Club. We actively engage to ensure the best culture and drive innovation.
Customers	We actively encourage our community to participate through social & group golf, events, and facility use. We seek feedback to sustain our friendly local environment.
People	We recruit board members and staff with applicable skills, energy, passion and purpose.
Integrity	We work together with mutual respect and accountability.
Innovation	Our Board proactively strives to remain ahead of the competition and to be a leader in our community.
Financial Sustainability	We focus on improving our financial position to ensure greater sustainability and improved workplace environments.
Governance	We understand our legal and moral requirements; via good governance we secure the Club for future generations.
Safety	We maintain a safe workplace under Work Health and Safety guidelines with zero tolerance for unsafe practices.
Environmental Sustainability	As custodians of the course we value and foster indigenous flora and fauna and are judicious in turf management practices.

3. Governance Structure & Framework

3.1 Current Governance Context

Goonawarra Golf Club Ltd (ACN 005 771 086) is a Company Limited by Guarantee, incorporated under the Corporations Act 2001 and domiciled in Australia. The Club is a not-for-profit entity exempt from income tax under Section 50-45 of the Income Tax Assessment Act 1997. The Club operates on land owned by the City of Hume under the Land (Goonawarra Golf Course) Act 1988 and is governed by its Constitution.

Two significant governance milestones were achieved in the lead-up to this plan. First, a new Constitution was passed unanimously at an Extraordinary General Meeting on 26 June 2025, replacing the Club's former 40-year-old Articles of Association. Second, the Board adopted a formal Board Charter and Code of Conduct in May 2025 — a document that sets out Board roles, responsibilities, culture, and conduct standards. The Finance, Audit and Risk Committee Charter has also been formalised.

The Club is a proud signatory to the R&A Women in Golf Charter, affirming GGC's commitment to improving women's golf participation across playing, employment, and Board/Committee representation. Directors and Officers are indemnified by insurance policy to $2,000,000 in the aggregate. Financial reports are audited annually by Elliott Assurance Pty Ltd (Phillip Elliott, 620 St Kilda Road, Melbourne).

> *The adoption of the Board Charter and Code of Conduct (May 2025) and the new Constitution (June 2025) represent the completion of a fundamental governance modernisation program for GGC. The plan period should now focus on embedding and living these documents — not creating them.*

3.2 Current Board Composition

Since the Board last reviewed this plan, James McKinnon has resigned from the position of Chairperson. Mee Lian Beier has been appointed Interim Chairperson and will serve in that capacity until the next Board elections at the GGC Annual General Meeting in November 2026. Daniel Zammit has also joined the Board as a Director, filling the casual vacancy created by Mee Lian Beier assuming Mr James McKinnon's Chair role.

Role	Director	Notes
Interim Chairperson	Mee Lian Beier	Director since January 2024; appointed Interim Chairperson (see note above), pending Board elections at the GGC Annual General Meeting in November 2026; Ladies President from FY26; contributed to new Constitution
Director of Finance	Garry Watkins	Appointed FY25; Committee Chair of the Finance, Audit & Risk Committee (with Cunningham as a member)
Director of Golf	Dick Stevenson	Continuing
Director	Michael Cunningham	Former Chairperson; continuing

Role	Director	Notes
Director	Daniel Zammit	Appointed 2026, filling the casual vacancy created by Mee Lian Beier assuming Chair role as noted above
Director	Tony McKeown	Appointed 2026, filling the casual vacancy created by Patrick Kilkenny's resignation from the Board
General Manager & Secretary	Michael Corcoran	Management (non-voting); attends Board meetings by invitation; excluded from Finance, Audit & Risk Committee but may be invited to attend

3.3 Governance Documents

Three formal governance documents are now in place and available to all directors and members: the Constitution (adopted at the EGM on 26 June 2025), the Board Charter and Code of Conduct, and the Finance, Audit and Risk Committee Charter. The Board Charter and Code of Conduct (adopted May 2025) sets out the Board's purpose across three pillars — Strategic Direction, Governance, and Risk Management — together with the culture and conduct standards expected of all directors. The Finance, Audit and Risk Committee Charter establishes the Committee's structure, responsibilities, and reporting obligations. Both Charters should be read in conjunction with the Constitution. These documents are held by the General Manager and are provided to all new directors as part of their formal Board induction. This plan does not reproduce their contents — the Board is referred directly to the source documents for the full detail.

3.4 Recommended Governance Actions for the Plan Period

With the core governance documents now in place, the focus during this strategic plan period should shift from creation to embedding, reviewing, and evolving. The following actions are recommended:

Action	Timing	Owner
Finance, Audit and Risk Committee — confirm annual meeting calendar aligned to audit and budget cycle; ensure new directors receive Charter induction materials	Immediate	Chairperson
Finance, Audit and Risk Committee — maintain regular meeting cadence; ensure meeting minutes are tabled at each Board meeting	Ongoing	Dir. Finance (Committee Chair)
Conduct first annual review of the Board Charter (as required by the Charter itself)	Year 1 – Annual Strategy Retreat	Chairperson
All new directors to complete AICD or Sport Australia Governance Training within 3 months of election	Ongoing	Chairperson

Action	Timing	Owner
Implement annual Board succession planning process (required by Charter)	Year 1	Chairperson
Establish a formal risk register and ensure macro risks are reviewed at least annually per the Finance, Audit and Risk Committee Charter	Year 1	Dir. Finance / GM
Consider recruiting 1–2 directors with specialist skills in hospitality, construction, or property development to support the capital projects pipeline	Years 1–2	Chairperson / Board
Ensure all new directors receive formal induction (Charter, financials, risk management system, legal requirements) as specified in the Finance, Audit and Risk Committee Charter	Ongoing	Chairperson / GM
Annual review of the Finance, Audit and Risk Committee Charter	Annual	Dir. Finance

4. Strategic Context

4.1 About Goonawarra Golf Club

Established in 1980 and designed by renowned architect Tony Cashmore, Goonawarra is a Par 70 championship layout measuring 6,258 yards (slope 129, Blue tee). The course offers commanding views of Rupertswood Mansion (birthplace of The Ashes), Sunbury township, and the surrounding vineyards. The Club is a member of Golf Victoria, the North-West Region Golf Association (NWRGA), and the Ladies North-West District Pennant Association, and holds an extensive reciprocal rights network across Australia and New Zealand.

In FY25, GGC won both the NWRGA Championship (the Club's first in 44 years) and the NW Ladies Interclub Pennant Championship simultaneously — a feat never previously achieved. The VGA Pennant team reached the divisional final. The Junior Pennant team was reinstated in FY25 after a long absence. These achievements reflect the growing strength and depth of the Club's competitive program.

Course operations are governed by a Customer Site Management Plan with Western Water regarding the use of recycled water (volumes, quality control, and specific usage). The course is not impacted by general water restrictions — a significant operational advantage.

Brad Morcomb celebrated his 20th anniversary as Course Superintendent in FY25, and Tony Page his 15th year with the Club, now as Retail Golf Manager. The stability and expertise of these key roles is a significant competitive advantage.

4.2 Market Demographic & Growth Opportunities

Sunbury is one of Victoria's fastest-growing satellite communities, located 38 km north-west of Melbourne CBD. Key demographic insights:

- Sunbury's population is forecast to grow from approximately 44,000 today to over 100,000 by 2041–2046, more than doubling the primary catchment over the next two decades.
- The broader City of Hume had an estimated population of approximately 262,000 in 2023, forecast to reach 411,000 by 2045. Hume City Council has committed $100,000 to a Masterplan for GGC's land and facilities — a direct acknowledgement of the Club's strategic importance to the community.
- The dominant demographic trend is young families and professionals (25–44 years) — the key golf participation growth segment nationally.
- Melbourne's Metro Tunnel connectivity (2025) reduces commute times, accelerating lifestyle migration to Sunbury.
- Green fee rounds grew 47% over the two years FY23–FY25, reflecting this population growth. In FY25, approximately 65,000 rounds were played, split 53% members and 47% green fee visitors; GGC recorded a similar 65,000 rounds again in FY26.
- As the only 18-hole championship public-access course in the Sunbury–Diggers Rest–Bulla corridor, GGC is uniquely positioned to capture recreational golf demand from an expanding population base.

5. SWOT Analysis

STRENGTHS

- Championship 18-hole layout (Tony Cashmore design); 65,000+ rounds in FY26, matching the FY25 record
- Strongest ever financial position: equity passed $1 million for the first time ($1.08M) and cash of $703k at 30 June 2026 (FY26 unaudited)
- Membership at record 1,075 (Sept 2026), up 23% in under 2 years
- NWRGA Championship and NW Ladies Pennant winners FY25 (first dual win in Club history)
- R&A Women in Golf Charter signatory — formal commitment to gender inclusion
- New Constitution (June 2025), Board Charter & Code of Conduct (May 2025), and Finance, Audit and Risk Committee Charter — governance modernisation complete
- Hume City Council committed $100k for a Masterplan — formal planning framework for facility and land development
- Experienced, long-tenured course superintendent (20 years) and Retail Golf Manager (15 years with the Club) with deep knowledge of the course and membership
- Active school programs (5 primary schools), junior pennant, All-Abilities program
- Recycled water supply — not subject to general water restrictions (key cost advantage)
- Long-term lease security to 2058

WEAKNESSES

- Clubhouse in state of disrepair — severely limiting F&B, events, and community income
- Pro shop retail has room to grow — range, merchandising and fitting strategy under review
- Saturday tee time capacity reached — 7-day memberships capped; growth constrained
- Driving range site constraint (roadside exposure) requires a 22m netting enclosure — at $616k, nearly half the $1.3m project cost
- Cool-season turf on fairways — higher water and maintenance cost; turf strategy for the plan period is subject to an independent design and conditioning review in FY27
- Lean management team — the Club relies on a small number of experienced staff in key roles
- Employee costs the dominant cost line: $1.28M in FY26 (unaudited), up from $910k in FY23 — growth slowed to 2.8% in FY26, but costs still absorb ~46% of revenue
- Insurance costs more than doubled in two years: $46.7k in FY26 (unaudited) vs $22k in FY24 — requires monitoring

OPPORTUNITIES

- Sunbury population more than doubling to 100,000+ by 2041–2046 — massive, untapped demand pipeline
- Hume City Council Masterplan ($100k committed) — formal planning framework for facility development
- Technology-enabled driving range (Board approved; target completion November 2027): fully funded through $500k Club reserves, a $150k State Government contribution and $650k borrowings
- Clubhouse rebuild unlocks F&B, events,

THREATS

- Rise of indoor golf entertainment (simulators, golf bars) targeting the casual 18–40 demographic GGC needs to grow
- Employee cost inflation — continuing award increases and legislated super increases add $100k+ p.a. to cost base
- Insurance costs rising steeply — a sector-wide trend with significant P&L impact
- Capital project cost overruns — construction inflation in Victoria remains elevated
- State Government funding uncertainty —

weddings, and community hire revenue (only $5.7k in FY26) • New membership categories (corporate, family, social/non-playing, academy) to grow revenue beyond current cap • Growing women's and junior golf nationally — GGC already a signatory and running programs • Corporate events, Pro-Am days, charity events — demonstrated success with TFH Legends Pro-Am and Sidchrome Classic • Tourism draw: Rupertswood Mansion — a significant heritage site and the Birthplace of The Ashes — and the surrounding wine region provide authentic visitor appeal • Independent course design and conditioning review (FY27) — expert-led assessment of turf strategy and design enhancements to strengthen the Top 100 case • Debenture/member bond financing is unexplored and available (noted in financial statements going concern note) • Grant funding: Sport Australia, Golf Victoria, and City of Hume programs	the May 2025 Budget rejection demonstrated this risk is real • City of Hume planning constraints — construction on Council-owned land requires extensive approvals • Reputational risk if clubhouse condition deters events, visitors, and potential premium members • Climate variability — wet seasons (as in FY23) directly suppress green fee and competition revenue • Loss of experience from a small management team

6. Financial Position, Analysis & Outlook

6.1 Financial Performance Summary (FY23–FY27)

The following table draws directly from the audited financial statements for FY23, FY24, and FY25, together with the FY26 unaudited actuals and the approved FY27 Budget.

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Actual (Unaudited)	FY27 Budget
Total Revenue	$2,043,365	$2,514,693	$2,808,725	$2,792,157	$2,977,980
Total Expenditure	$1,976,456	$2,348,891	$2,560,476	$2,711,050	~$2,915k
Net Operating Profit	$87,203	$177,239	$266,245	$96,888	$62,897
Cash Profit (+ Depreciation)	~$155k	~$248k	$369,524	$220,358	~$144k
Cash at Bank (year-end)	$490,109	$618,706	$741,323	$703,468	—
Total Equity	$538,096	$715,335	$981,581	$1,078,468	—
Working Capital Ratio	—	1.25	1.60	1.78	—
Total Members (at date shown)	707 (Nov 23)	875 (Nov 24)	975 (Oct 25)	1,075 (Sep 26)†	—

* FY26 figures are unaudited actuals for the year ended 30 June 2026 (source: GGC FY26 Financial Statements, unaudited). The FY26 budget had projected a net profit of approximately $149,805, and the 10-month actual through April 2026 ($108,502) tracked materially ahead of the prior year's equivalent ($41,002); however, May and June recorded a combined net loss of approximately $11,600 against a budgeted loss of $2,400, and the full-year unaudited result of $96,888 came in below both the FY26 budget and the FY25 actual. ** FY27 Budget is based on 10 months of FY26 actuals plus two months of budget. Full year budgeted net profit: $62,897. † Membership reached 1,075 at September 2026 (in-year, per the GM's September 2026 Operations Report) — membership counts are point-in-time snapshots rather than financial year-end figures; the latest is included to reflect the plan's current starting position.

6.2 Revenue Breakdown – FY23–FY26 (FY23–FY25 Audited; FY26 Unaudited)

Revenue Line	FY23	FY24	FY25	FY26 Actual	FY27 Budget
Membership Subscriptions	$539,353	$636,140	$822,608	$791,525	$832,000
Green Fees	$383,533	$513,676	$594,559	$652,450	$687,000
Competition & Tournament Fees	$229,509	$259,461	$293,061	$301,340	$282,000
Sale of Goods (Bar &	$760,110	$960,141	$1,025,557	$985,229	$608,000

Revenue Line	FY23	FY24	FY25	FY26 Actual	FY27 Budget
Pro Shop)					
Advertising Receipts	$73,101	$54,764	$34,981	$25,209	$30,000
Sponsorship & Donations	—	$13,205	—	—	—
Hire of Club Facilities	$10,400	$6,114	$4,832	$5,741	—
Apprentice Subsidies	$24,769	$12,476	$3,213	$494	—
Sundry / Other	$22,590	$58,716	$29,475	$30,169	$29,800
TOTAL REVENUE	$2,043,365	$2,514,693	$2,808,725	$2,792,157	$2,977,980

6.3 Key Observations & Financial Commentary

Revenue Strengths

- Membership subscriptions are one of the Club's two largest revenue lines (alongside bar and pro shop sales), up 53% from FY23 to FY25 ($539k to $823k) on membership growth and fee increases — but FY26 unaudited actuals show subscription revenue easing back to $791,525 (down 3.8% on FY25), even as total membership numbers continued to grow. This is consistent with the ongoing mix shift toward the lower-fee 5-day Weekday category and should be watched closely: growing headcount is not currently translating into growing subscription revenue.
- Green fees have grown 70% in three years, from $384k (FY23) to $652,450 (FY26 unaudited), reflecting both higher volumes (65,000+ rounds in each of FY25 and FY26) and price increases, and are tracking toward the FY27 budget target of $687,000 across all categories (adult, concession, junior, discount).
- Bar and kitchen (Sale of Goods) exceeded $1 million for the first time in FY25 — a significant milestone — though FY26 unaudited actuals show Sale of Goods easing back to $985,229, meaning the Club did not repeat the $1 million result in FY26. This remains a platform for further growth once the clubhouse is addressed, but the year-on-year dip is worth monitoring alongside membership subscriptions.

Revenue Risks and Gaps

- Advertising income has fallen sharply — from $73k (FY23) to $35k (FY25). This decline is directly attributable to Hume City Council objecting to road-facing signage on the course, resulting in the removal of all such signage and a material reduction in the Club's ability to offer advertising inventory to corporate partners. The FY26 Budget targeted $29k; FY26 unaudited actuals came in slightly below that at $25,209, continuing the downward trend. Restoring advertising revenue will depend on resolving the signage issue through the Masterplan process and identifying Council-compliant alternatives. Until resolved, the advertising line should be treated as a constrained and unreliable revenue stream.
- Hire of Club Facilities is negligible — $4,832 in FY25, edging up to $5,741 in FY26 unaudited actuals — but still far below the Club's potential as an events and function venue. This directly reflects the clubhouse condition. A rebuilt or renovated clubhouse could reasonably add $100,000–$200,000+ per annum to this line.
- Apprentice subsidies are declining as apprentices complete qualifications — $494 in FY26 unaudited actuals, essentially confirming the budgeted decline to zero. This is a modest but real revenue reduction.

- Sponsorship income is variable and not reliably budgeted — none was recorded in FY26 unaudited actuals, consistent with FY25. A structured corporate sponsorship program (linked to the driving range, events, and membership categories) could create a more predictable income stream.

Cost Pressures

- Employee expenses are the single largest cost item: $910k (FY23) → $1,051k (FY24) → $1,249k (FY25) → $1,277,888 (FY26 unaudited actual) → $1,311,814 budgeted (FY27, including wages, superannuation, workers compensation and payroll tax). Growth slowed materially in FY26 (+2.8%, against increases of $141k and $198k in the two prior years) — a positive sign — though the cost base remains the dominant financial risk, with employee costs representing approximately 44%–46% of total revenue depending on the year. This trajectory still requires active management.
- Insurance jumped from $22k (FY24) to $40k (FY25) — a 79% increase — and rose again in FY26 unaudited actuals to $46,722 (+15.8%), now tracking toward the $52,000 budgeted for FY27. The Director of Finance should review the insurance schedule to confirm appropriateness and whether better terms are available. Bank charges also rose sharply in FY26 (unaudited actual $38,242, up 39% from $27,445 in FY25) — a smaller line item, but disproportionate to revenue growth and worth reviewing alongside the insurance tender.
- Repairs and Maintenance was $302k in FY24 (reflecting major bunker, tee, and drainage works) falling to $199k in FY25, then rising again to $216,715 in FY26 unaudited actuals. The FY26 budget allocated $155k for committed capital works (tees, tables/chairs, path, toilets/function room upgrades). Beyond these committed works, the major capital projects — driving range, clubhouse, and course improvement — are addressed together below.
- Trophies & Balls is the Club's largest non-employee operating expense line and has grown consistently year on year — from $172k (FY23) to $196,494 in FY26 unaudited actuals, and an estimated $214k in the FY27 budget. The Board has resolved to benchmark this against comparable clubs and present a policy recommendation.

6.4 Balance Sheet & Capital Position

The Club's balance sheet is the strongest in its history, with FY26 unaudited actuals confirming equity above $1 million for the first time:

- Cash and Cash Equivalents: $741,323 (FY25) vs $618,706 (FY24) — an increase of $123k. Cash is held across cheque account ($77k), online saver ($336k), term deposits ($317k), and petty cash/PayPal. FY26 unaudited actuals show cash easing to $703,468 — a decrease of $37,855 — held across cheque account ($83,469), online saver ($141,874), and term deposits ($476,780).
- Total Property, Plant and Equipment: $784,142 (FY25) vs $528,176 (FY24) — a $256k increase reflecting $322k of capital investment in FY25 (course machinery, course improvements, golf carts, minor clubhouse/kitchen works). The carrying value of Clubhouse Extensions at cost is $312,595 with accumulated amortisation of $197,911 — a net book value of $114,684, indicating a well-depreciated building. FY26 unaudited actuals show Total PP&E of $814,578, with the Clubhouse Extensions net book value rising to $140,152 (cost $347,912 less accumulated amortisation $207,760) following the $30k FY26 clubhouse maintenance works.
- Financial Liabilities: $154,409 (FY25) vs $27,924 (FY24) — a significant increase reflecting a new Golf Cart Lease ($120,870 non-current). This is a planned lease, not distress borrowing. FY26 unaudited actuals show Financial Liabilities reducing to $123,485 as the Golf Cart Lease amortises, before any new borrowings for the driving range are drawn in FY27.

- Employee Entitlements: $185,778 (FY25) — a growing liability reflecting long-service leave provisions. Reflecting the long service of several valued staff members, these obligations are a future cash flow consideration. FY26 unaudited actuals show this liability continuing to grow, to $197,809.
- Total Equity: $981,581 (FY25) — the Club was approaching the milestone of $1 million in equity, built entirely from retained earnings. FY26 unaudited actuals confirm the Club has now passed this milestone — Total Equity of $1,078,468 at 30 June 2026, an increase of $96,887 matching the FY26 net profit. No member equity has been contributed beyond the $2/member guarantee on winding up.

> *Capital project funding capacity: With $741k in cash at 30 June 2025 (after $155k committed for FY26 capital), approximately $586k in effectively free cash was available. FY26 unaudited actuals show cash at $703,468 at 30 June 2026 — about $99k below the ~$802k the plan's original capital cash-flow model had assumed as the FY27 opening position, reflecting FY26's softer-than-budgeted trading result. Combined with borrowing capacity (the balance sheet now supports a meaningful bank facility), the confirmed $150k State Government contribution for the driving range, and the revised driving range borrowings of $650,000, the Club remains well-positioned to commence phased delivery of major capital projects — but with a narrower cash buffer than originally modelled, reinforcing the importance of the Director of Finance's monthly cash flow monitoring through construction. The withdrawal of Hume City Council's earlier $650,000 driving range commitment (unrelated to the Club's current ANZ borrowing facility) means alternative funding sources must continue to be actively pursued.*

6.5 FY27 Budget Overview

The Board-approved FY27 Budget was based on 10 months of actual FY26 results (July 2025 – April 2026) plus two months of budget, providing a grounded forward view at the time of approval. Total budgeted revenue is $2,977,980 and budgeted net profit is $62,897. The FY26 year-to-date actual net profit through April 2026 was $108,502 — significantly ahead of the FY25 equivalent — but the full-year FY26 unaudited result subsequently came in at $96,888, after a weaker-than-budgeted May and June. The FY27 Budget itself remains unchanged and Board-approved; however, the Board should track FY27 performance against budget from the outset given FY26's late-year softening, rather than assuming the strong 10-month trend automatically continues. The Club's capital funding capacity should likewise be assessed against the full-year FY26 actual, not the earlier in-year trend.

- Total Budgeted Revenue FY27: $2,977,980. Membership subscriptions $832,000. Green fees (all categories) $687,000. Bar, kitchen and catering $607,800. Competition fees $282,000. Golf Shop Hire $148,000. Golf Shop Balls $91,200. Advertising $30,000.
- Total Budgeted Expenditure FY27: ~$2,915,000. Employee costs (wages, superannuation, workers compensation, payroll tax) total $1,311,814 — the dominant cost line. Competition Trophies budgeted at $214,000 (see note below). Depreciation $81,439. Affiliation Fees Golf Victoria $74,016. Insurance General $52,000. Golf Cart Lease $35,520 (fixed). Recycled water: $0 (final free year).
- Budgeted Net Profit FY27: $62,897. This is lower than the FY25 actual ($266,245) and reflects a growing cost base, particularly employee costs rising 6.5% on budgeted wages. The Director of Finance should present a variance analysis comparing actuals to budget at each Board meeting from FY27 commencement.
- Critical FY27 Budget Warning — Recycled Water Cost Resumption: The FY27 budget carries zero cost for recycled water as this is the final year of free supply under the Western Water agreement. From FY27/28, recycled water costs are forecast to resume at $70,000 or more per annum. This is the single largest known structural cost increase on the FY28 horizon. The Board must factor this into the FY28 budget planning cycle and the

rolling 5-year cash flow model. Water use reduction was a key benefit case for the previously proposed couch grass conversion (approximately 70% lower water use than the current cool-season mix); with that decision now paused pending the FY27 course design and conditioning review (Section 7.3), the FY28 budget should assume the full $70,000+ water cost applies unless and until the Board approves a turf strategy change on the review's recommendation. This is a live financial risk tracked in the Risk Register (Section 15).

> *FY27 Budget Summary: Revenue $2,977,980 | COGS $585,824 | Gross Profit $2,392,156 | Operating Expenses $2,329,259 | Net Profit $62,897. The modest net profit reflects a deliberate investment in people and programs. The Club's strong cash position provides confidence that the capital program can proceed as planned, provided FY27 trading is monitored closely against this budget.*

- The 100 Club Disc Sales program is a new revenue stream in FY26/FY27, budgeted at $10,800 gross with $5,040 payouts — net contribution of $5,760. A useful community-engagement and revenue initiative worth maintaining.
- Golf Shop Food & Drink income and expenses have been reclassified to Bar in FY27 — this is a presentation change only and does not affect total revenue.
- Affiliation Fees Golf Victoria budgeted at $74,016 in FY27 — a material increase. The Board should confirm the basis for this increase with Golf Victoria and ensure value is being received for the investment.
- Competition Trophies budgeted at $214,000 — this is the Club's largest non-employee operating expense line and has grown consistently year-on-year. The Board should complete the benchmark review early in FY27 to determine whether this level of expenditure is appropriate relative to comparable clubs.

6.5.1 Key FY27 Budget Observations for the Board

- Employee costs remain the dominant financial risk: $1,311,814 budgeted in FY27 (wages, super, workers comp, payroll tax). This represents approximately 44% of total revenue. Any award increase or unbudgeted headcount addition flows directly to the bottom line. Monthly monitoring against budget is essential.

6.6 Integrated Multi-Year Capital Plan (FY27–FY31)

> *Financial Discipline Principle: No major capital project proceeds without (1) a written business case including projected costs, funding sources, and expected financial and member benefit; (2) Board approval at a scheduled meeting; and (3) a defined Board review milestone at the 6-month mark post-commencement. The Director of Finance is responsible for maintaining and presenting the rolling 5-year cash flow model at every Board meeting.*

The Board is committed to financial discipline in the delivery of this capital program. Every major initiative must be supported by a clear business case and expected return before the Board approves expenditure. This is not a constraint on ambition — it is the mechanism that protects the Club's financial health, maintains adequate cash reserves, and ensures that members and stakeholders can have confidence in how their Club manages its resources. The minimum cash reserve of $300,000 is non-negotiable throughout the plan period.

This section integrates all identified major capital commitments across the five strategic pillars into a single multi-year view. It is intended to assist the Board and Director of Finance in sequencing projects, managing cash flow, and identifying funding requirements. All figures are

inclusive of GST where quoted and indicative where marked. Operating cash generation estimates start from the Board-approved FY27 budget (cash profit of ~$144k: net profit of $62,897 plus depreciation of $81,439) and assume growth of 5% a year — below the Club's revenue growth of ~10% a year over FY23–FY27 — with recycled water charges (~$70k a year from FY28) shown separately.

6.6.1 Capital Project Summary

Project	Total Cost (inc GST)	FY27	FY28	FY29	FY30	FY31	Funding Source
Filtration unit replacement (Greenwater Australia)	$26,886	$27k	—	—	—	—	Club reserves
Course design & conditioning review	$50,000	$50k	—	—	—	—	Club reserves
Irrigation upgrade — Rainbird IC (3 looms)	$322,431 (excl. filtration and installation labour)	—	$107k	$107k	$107k	—	Club reserves; explore Hume Council contribution
Cart path extension (indicative; investigation stage)	~$1.5m (indicative range $1.2m–$1.9m)	—	—	$25k (route design & quotes)	—	—	Club reserves (not borrowings); explore Council and grant contributions. Construction indicatively from FY32 (Stage 1 ~$750k; Stage 2 ~$750k in FY33 or later)
Driving range — 12 bays (target completion 30 Nov 2027)	$1,300,000 (Board approved Sept 2026)	$650k construction (first half)	$650k construction (second half) + $97.6k debt service	$97.6k debt service	$97.6k debt service	$97.6k debt service	$500k GGC reserves; $150k State Govt (confirmed); $650k borrowings/ debentures @8.71% over 10 yrs
Clubhouse renovation / rebuild (parallel monitoring project)	$600k–$5m+ (indicative, if/when reactivated)	—	—	—	—	—	Not funded in this plan period — pending Hume City Council Masterplan ($100k committed)
TOTAL (excl. clubhouse)	**~$3.22m (incl. cart path construction from FY32)**	**~$727k**	**~$855k**	**~$230k**	**~$205k**	**~$98k**	**—**

6.6.2 Indicative Cash Flow Impact (FY27–FY31)

The table below models the Club's projected cash position across the revised FY27–FY31 capital schedule, showing how capital commitments interact with operating cash generation. Key assumptions: operating cash profit starts from the FY27 budget (~$144k, compared with the FY26 actual of $220,358 and the FY25 actual of $369,524) and grows at 5% a year; recycled water charges of ~$70k a year resume from FY28; driving range construction ($1.3m) is assumed to be paid roughly evenly across FY27 and FY28, funded by the State Government contribution, borrowings and the Club's $500k reserves contribution; capital figures use the

mid-point of ranges where applicable; clubhouse is excluded as a parallel monitoring project pending Hume City Council initiating the Masterplan process; opening cash balance at FY27 start is $703,468 (30 June 2026 unaudited actual). The independent course design and conditioning review ($50,000) is commissioned in FY27, ahead of the irrigation upgrade, which proceeds over FY28–FY30 as planned; any future decision on fairway turf strategy will be considered separately, as a further business case, once the review's recommendations are received. From the point the driving range becomes operational (targeted 30 November 2027), its net operating benefit (net of debt service) is reflected as a distinct cash flow line, and is assumed to help fund the broader course improvement programme through operating cashflow rather than external grants.

	FY27 (Year 1)	FY28 (Year 2)	FY29 (Year 3)	FY30 (Year 4)	FY31 (Year 5)
Opening cash balance	$703,468	$595,468	$333,468	$442,468	$584,468
+ Estimated operating cash profit (FY27 budget, then +5% a year)	+$144k	+$151k	+$159k	+$167k	+$175k
– Recycled water charges (resume FY28)	—	–$70k	–$70k	–$70k	–$70k
– Filtration unit replacement	–$27k	—	—	—	—
– Course design & conditioning review	–$50k	—	—	—	—
– Irrigation upgrade (per loom)	—	–$107k	–$107k	–$107k	—
– Cart path extension (route design FY29; construction from FY32 — see note)	—	—	–$25k	—	—
– Driving range — GGC reserves contribution ($500k in total)	–$175k	–$325k	—	—	—
+ Driving range net operating benefit (net of ~$97.6k p.a. debt service; ramps up from opening)	—	+$89k (partial year)	+$152k	+$152k	+$152k
Estimated closing cash balance	**$595,468**	**$333,468**	**$442,468**	**$584,468**	**$841,468**
Minimum recommended cash reserve	$300k	$300k	$300k	$300k	$300k
Buffer above minimum reserve	**$295k**	**$33k**	**$142k**	**$284k**	**$541k**

** Driving range (funding structure approved September 2026): the Club's $500k reserves contribution is the $1.3m project cost less the $150k State Government contribution and the $650k of borrowings, both of which fund construction directly. With construction paid roughly evenly across FY27 and FY28 (~$650k each; actual timing depends on Hume City Council's*

feasibility study, Owner's Consent and the tender), and the State Government contribution received in FY27, the draw on Club reserves is ~$175k in FY27 and ~$325k in FY28. Debt service of ~$97.6k a year (on the $650k borrowing at 8.71%) begins in FY28 and is shown net of the range's operating contribution as a single "driving range net operating benefit" line — a partial-year benefit of ~$89k in FY28 (following the targeted 30 November 2027 completion), rising to the full estimated Net Annual Benefit of ~$151,793 a year from FY29.

† Opening balances in each year reflect the prior year's closing balance. The FY27 opening balance of $703,468 is the FY26 actual closing cash position (per the unaudited financial statements). On these assumptions all projected balances remain above the $300k minimum reserve, but the margin is narrow: the tightest point is FY28 (~$33k above the minimum), when the second half of driving range construction coincides with irrigation Loom 1 and the first year of recycled water charges. The Director of Finance should present a detailed monthly cash flow model before each phase of capital works is committed and monitor actual operating cash profit and driving range performance against these assumptions. If FY27–FY28 trading falls short of budget, the Board should be prepared to re-time irrigation Loom 1 or adjust the borrowing drawdown to protect the minimum reserve.

‡ Cart path extension: indicative only — no budget has been set aside and no quotation obtained (Section 7.5). The model includes ~$25k in FY29 for route survey, design and contractor quotes. Construction is not modelled within FY27–FY31: on these assumptions, funding Stage 1 (~$750k) in FY31 would take cash below the $300k minimum reserve. Indicatively, FY32 closing cash of ~$1.11m before any cart path works would allow Stage 1 (front nine) in FY32, leaving ~$357k, with Stage 2 (back nine, ~$750k) in FY33 or later, subject to the Club's cash position and any external funding secured. The project's estimated benefits (~$24k–$60k a year) are conservatively excluded from the model.

6.6.3 Funding Sources Summary

Funding Source	Status	Est. Amount	Applicable Projects
Club cash reserves	Available now	$703k at June 2026 (unaudited)	All projects — primary source
Annual operating cash surplus	Ongoing	~$144k–$175k p.a. (FY27 budget base, before recycled water charges)	All projects — accumulates annually
State Government — driving range	Confirmed	$150,000 (early FY27)	Driving range only
Hume City Council — Masterplan	Confirmed	$100,000	Clubhouse concept design — on hold; clubhouse is a parallel monitoring project pending Council action
Hume City Council — irrigation cost share	To be negotiated	TBD	Irrigation upgrade (original substandard install responsibility)
Federal Government — Sport Australia CSIG	To be applied	TBD	Driving range; irrigation upgrade
Golf Australia / Golf Victoria grants	To be applied	TBD	Driving range; women's/junior programs

Funding Source	Status	Est. Amount	Applicable Projects
Commercial bank borrowing	Available if required	TBD (balance sheet supports facility)	Clubhouse — if reactivated and other funding insufficient
Borrowings / Debentures — driving range	Board approved	$650,000 @8.71% over 10 years (~$97.6k p.a. debt service)	Driving range — approved funding component
Commercial naming rights / sponsorship	To be developed	TBD	Driving range facility
Hume City Council — infrastructure grants	To be applied	TBD	Clubhouse (community facility angle) — if reactivated; cart path extension (accessibility and course-protection angle)

> *Key Board Action — Capital Programme Cash Flow: The approved driving range funding structure ($500k GGC reserves + $150k State Government + $650k borrowings) results in a net GGC cash outflow of $500k across FY27–FY28. Re-based on the FY27 budget and known costs, projected closing cash is ~$595k in FY27 and ~$333k in FY28 — above the $300k minimum reserve, but with little margin in FY28 — recovering to ~$841k by FY31 as the driving range's net operating benefit flows through. The irrigation upgrade is funded through Club operating cashflow, including the driving range's net operating benefit once live. The couch grass transition previously included in this plan has been paused pending the design and conditioning review; any future turf capital requirement will be costed and presented to the Board separately once the review reports. Given the narrow FY28 margin, the Director of Finance should present a detailed monthly cash flow model before construction contracts are signed for each phase, and monitor actual driving range performance against the ~$151,793 a year net operating benefit assumption.*

7. Course Improvement Plan

> *This section incorporates the Course Improvement Plan prepared by Course Superintendent Brad Morcomb (July 2025). The Machinery Replacement and Fleet Strategy and Capital Works Proposals sections of that document have been excluded per Board direction and will be addressed separately through the Annual Business Plan and capital budget process.*

7.1 Strategic Context

GGC's aspiration for a Top 100 Public Access Course ranking — evaluation beginning 2032, with publication in the 2033 list contingent on the outcome of that evaluation — is fundamentally linked to course conditioning, design quality, and infrastructure reliability. The irrigation system is now 18 years old and generating escalating failure costs and course disruption averaging $45,000 per year; its replacement is required regardless of any future decision on fairway turf, and proceeds as planned in Section 7.2.

Brad Morcomb's Course Improvement Plan (July 2025) also recommended transitioning fairways from cool-season to warm-season couch grass, citing Santa Ana couch already established on Holes 1, 5, 6 (partial), 8 (partial), the practice fairway, and the surrounds of 12 greens. Following Board review, member feedback raised concerns that a full conversion may not suit GGC's heavy clay soil and cool, wet winter conditions — pointing to comparable local courses on similar clay/couch profiles (Gisborne and Mandalay) that experience winter closures or playing restrictions, and noting that GGC's own existing couch fairways have not shown a clear performance advantage over the Club's cool-season fairways to date. Members also noted that the course's original designer, Tony Cashmore, specified cool-season grasses over couch for GGC's heavy clay when the course was built in 1981.

The Board has therefore paused the couch grass transition recommendation. Rather than proceed on the basis of a single internal proposal, the Board will commission an independent course design and conditioning review in FY27 (Section 7.3) to assess turf strategy and design enhancements against the Top 100 criteria, using GGC's own soil, drainage and climate conditions — and Tony Cashmore's original design rationale — as the starting point for any future recommendation. Any decision on fairway grass type will be made only once that advice is received.

7.2 Irrigation System Upgrade

7.2.1 Current System and Failure Profile

The existing Rainbird system was installed in 2008, comprising a variable-speed pump station, auto-flush filter, dosing unit, wet well, and dedicated irrigation shed. Three electrical looms service the course, linked to two Large Decoder Interface (LDI) units, controlling over 800 decoders. Annual repair costs have averaged $45,000 per year from 2020 to 2025. Key failure modes include:

- Frequent decoder failures that spike electrical load from 400 mA to 1,000 mA, crashing the entire system and leaving sprinklers running until manually shut off — wasting water, damaging turf, and disrupting play
- Poor-quality direct-buried wire joins causing persistent system faults
- Sprinkler coil corrosion at stainless steel spigots and leaking scrubber valves
- Settled sprinkler heads reducing irrigation efficiency across the course

The current filtration unit is unfit for purpose, regularly causing pressure loss through clogging. The original three-chamber Rainbird automatic backwashing screen filter must be reinstated or replaced with an equivalent high-capacity unit.

> *The initial system installation by Planned Irrigation (appointed by Hume City Council) was substandard. Hume City Council has funded ongoing repairs via its preferred contractor (Robert Rundle, Greenwater Australia) for over a decade. The Club should explore a Council cost-sharing arrangement for the proposed upgrade, given the Council's historical responsibility for the original substandard installation.*

7.2.2 Proposed Upgrade

Brad Morcomb recommends transitioning to Rainbird's Integrated Control (IC) system with the Cirrus Pro central management platform, replacing outdated decoder and coil assemblies with Integrated Control Modules (ICMs). The upgrade requires minimal new field wiring due to compatibility with existing infrastructure. Key advantages:

- Real-time diagnostics and automatic fault notifications via email/text
- Localised fault isolation — system continues operating even when individual faults are present, eliminating the system-wide crash problem
- Traffic light voltage monitoring (Green: Normal, Amber: Attention, Red: Fault)
- Satellite GPS integration for visual control and precise system mapping
- Integration with real-time weather data for smarter, water-efficient irrigation scheduling
- On-field diagnostics and mobile programmability

7.2.3 Phased Implementation and Costs (Quoted July 2025)

Recommended implementation: upgrade one electrical loom per year over three years — FY28 (Loom 1), FY29 (Loom 2), FY30 (Loom 3) — reusing functional components as spare parts. The detailed design for each loom should retain flexibility on fairway-level sprinkler zoning until the FY27 course design and conditioning review (Section 7.3) reports, in case its recommendations affect future turf strategy; the core infrastructure replacement (pump station, decoders, filtration) is unaffected by that outcome and should proceed on the schedule below. The quoted figures cover equipment, software and training only and exclude installation labour, which is yet to be costed and should be confirmed before Loom 1 is committed.

Item	Cost (ex GST)	Total (inc GST)
ICMs, Cirrus Pro system, field interface units, training (Living Turf Pty Ltd, May 2025)	$293,119	$322,431
Phased over 3 years (one loom per year)	~$98k p.a.	~$107k p.a.
Filtration unit replacement — Filtaworx FW200 (Greenwater Australia, July 2025)	$24,442	$26,886
TOTAL IRRIGATION PROGRAM (excl. installation labour)	~$317,561	~$349,317

> *The filtration unit replacement ($26,886 inc GST) is required immediately as a maintenance priority, regardless of the broader IC system upgrade timeline. The existing inline manual unit is causing regular pressure loss and should be actioned in FY27, on its current timing, ahead of the broader irrigation upgrade programme.*

7.3 Course Design & Conditioning Review

Rather than proceed with the previously recommended fairway conversion to warm-season couch grass on the basis of a single internal proposal, the Board has resolved to commission an independent course design and conditioning review before any decision is made on future turf strategy. This reflects member feedback that a full couch conversion carries real playability risk on GGC's heavy clay soil in cool, wet conditions — a concern reinforced by the experience of comparable local courses (Gisborne and Mandalay) with similar soil and turf profiles, and by the observation that GGC's own existing couch fairways (Holes 1, 5, 6 partial, 8 partial, and the practice fairway) have not demonstrated a clear performance advantage over the Club's cool-season fairways to date. The Board also notes that the course's original designer, Tony Cashmore, specified cool-season grasses over couch for GGC's heavy clay when the course was built in 1981 — a design decision this review should test directly rather than assume is outdated.

7.3.1 Engagement Scope and Objectives

The Board will engage a qualified golf course designer, ideally supported by or working alongside an independent turf agronomist, with the following brief:

- Design and strategic-merit review: an independent assessment of GGC's course design against the Top 100 Public Access ranking's Design criterion (Section 7.4.1) — risk-and-reward, memorability, shot variety, bunkering, and green complexes — identifying enhancement opportunities distinct from any turf decision.
- Agronomic and turf strategy recommendation: a site-specific assessment of fairway turf options for GGC's soil profile (heavy volcanic clay), drainage characteristics, and Sunbury's climate, directly addressing the winter playability and clay-drainage concerns raised by members. This should include first-hand comparison against comparable local courses (including Gisborne and Mandalay) and an honest assessment of the performance of GGC's own existing couch fairways to date.
- Options and recommendation: a clear recommendation — retain and renovate the current cool-season fairway mix, transition to warm-season couch (in full or selectively by hole), a hybrid approach, or another alternative — with indicative cost, staging, and risk for each option the designer considers viable.
- Conditioning improvements independent of turf: recommendations on bunker and sand consistency, green surrounds, and other Condition sub-criteria (Section 7.4.2) that can be progressed regardless of the turf outcome.

7.3.2 Timing, Cost and Sequencing

The engagement is budgeted at $50,000 and will be conducted in FY27, ahead of the irrigation upgrade's detailed design and construction (Section 7.2, from FY28). This sequencing is deliberate: it allows the review's findings — particularly on turf strategy — to inform the irrigation system's detailed fairway-level design (sprinkler zoning and precision) before that work is locked in, while the core case for irrigation renewal (an unreliable 18-year-old system) proceeds unaffected by the outcome. The review's recommendations will be presented to the Board for a decision before any future capital commitment on course conditioning beyond the irrigation upgrade already approved in principle.

> *This engagement replaces the couch grass transition capital line item previously included in this plan (Section 6.6.1). Any future course conditioning works arising from the review's recommendations — including a possible turf transition, on whatever scale the review supports — will be brought back to the Board as a separate business case, consistent with the Financial Discipline Principle (Section 6.6), once costed and scoped.*

7.4 Top 100 Public Access Course Ranking — Criteria Alignment

Golf Australia Magazine's Top 100 Public Access Course ranking is judged against three weighted criteria: Design (50%), Condition (40%), and Visual Appeal (10%). The clubhouse and other facilities are explicitly excluded from the assessment — it is a judgement of the golf course itself. The list is published only in odd years (2021, 2023 and 2025 confirmed, with the next edition in 2027); the Board has independently corroborated this cadence. This section maps the plan's course-related initiatives against each criterion and sets out the Club's approach to pursuing a ranking within the plan period.

7.4.1 Design (50%)

The Board's assessment is that GGC's course design is already a strength across most of the sub-criteria judges consider: the course offers a good selection of tee locations for different playing standards, a genuine mix of par 3, par 4 and par 5 holes, meaningful water carries, and a naturally variable wind exposure that changes the challenge from round to round. Fairness and shot variety are not considered areas of concern.

> *Year 1 action: The Section 7.3 course design and conditioning review includes a design assessment scoped to risk-and-reward and memorability — the two design sub-criteria where an external, judge's-eye perspective can add the most value given the course's other design strengths are already well established. That review is scheduled for FY27, ahead of the irrigation upgrade, so its recommendations can inform the course improvement programme before major works begin in FY28.*

7.4.2 Condition (40%)

Condition carries almost as much weight as Design in the ranking, and is the criterion the plan's capital programme most directly addresses. The irrigation upgrade, delivered over FY28–FY30, addresses one of the two biggest drivers of inconsistent conditioning: unreliable, imprecise watering. The other — fairway turf performance — is the subject of the Section 7.3 course design and conditioning review; the Board is not prepared to assume warm-season couch is the answer without independent, site-specific advice, given member concerns about winter playability on GGC's clay soil. Whatever turf strategy that review recommends, combined with the irrigation upgrade, is expected to be the basis for a materially improved, more consistent playing surface.

> *Bunker and sand consistency — a recognised Condition sub-criterion — is currently managed within general course maintenance rather than as its own line item. The Board should ask the Course Superintendent to establish bunker/sand condition as a discrete, budgeted maintenance item ahead of the design review, so it can be assessed and addressed alongside the broader course improvement programme.*

7.4.3 Visual Appeal (10%)

Visual Appeal is the smallest-weighted criterion and, like Design and Condition, assesses the course itself rather than the clubhouse or other facilities. GGC's natural setting — including its outlook toward Rupertswood and its water features — is already a genuine asset. Because clubhouse and facilities do not factor into the ranking, the Board's decision to reposition the clubhouse as a parallel monitoring project rather than an active strategic priority does not compromise the Club's Top 100 prospects; it is the course itself — Design, Condition, and Visual Appeal — that the ranking rewards.

7.4.4 Timing and Evaluation Cadence

Golf Australia Magazine's Top 100 Public Access list is published only in odd years — 2025, 2027, 2029, 2031, 2033. Rather than target a ranking in 2032, itself an even year in which no list is published, the Board's approach is to have the course ready and to actively attract as many judges as possible for an evaluation process beginning in 2032; whether the Club is

included in the next published list in 2033 depends on the outcome of that evaluation. This also allows the course improvement programme — the Section 7.3 design and conditioning review in FY27, the irrigation upgrade over FY28–FY30, and any resulting turf strategy — to be fully bedded in well ahead of judging, including at least one full growing season under any new turf regime the review may recommend.

7.5 Concrete Cart Path Extension — Investigation Project (Medium/Long Term)

The Board has proposed a new medium-to-long-term project: investigating the extension of the Club's existing concrete cart paths through the entire course. At present, concrete paths of approximately 100 metres run from the back tees to the start of the fairways; beyond that point, carts travel on turf. In abnormally wet conditions the Club must therefore ban carts from the course altogether. This protects the playing surface, but at a direct cost to members who rely on carts — particularly older members and those with mobility needs — to visitor bookings, and to cart hire revenue, while the leased cart fleet ($35,520 p.a., fixed) sits idle.

A continuous concrete path network would allow the Club to move from a full cart ban to a "carts on paths only" rule in wet conditions, keeping the course open to cart users while protecting the turf. The project therefore supports course conditioning — the Condition criterion carries 40% of the Top 100 assessment (Section 7.4.2) — as well as member experience and retention (Section 10) and participation and cart hire revenue.

> *Status: no budget has been set aside for this project and no cost estimate has been commissioned. The figures in this section are an indicative desktop estimate prepared for planning purposes only, using published Australian concreting rates and typical golf course path specifications. They are not a quotation, and must be replaced by a surveyed route design and contractor quotes before the Board considers any capital commitment.*

7.5.1 Scope and Key Assumptions

- Path length: Goonawarra measures 6,258 yards (approximately 5,720 metres) from the Blue tees. A continuous cart path — including green-to-next-tee connections and routing to the side of play — is typically 15–30% longer than the playing length, suggesting a total network of approximately 6.5–7.5 km. Assuming the existing ~100-metre segments are in place on all 18 holes (~1.8 km), approximately 4.5–5.5 km of new path is required; this estimate uses 5.0 km. If existing segments are not on every hole, the length and cost increase accordingly — the Course Superintendent should confirm the current path inventory.
- Specification: a 2.0-metre-wide single-lane path of 100 mm reinforced concrete (25–32 MPa, SL72 mesh) on a compacted crushed rock sub-base, with thickened edges, control joints and drainage crossings. A proper sub-base is essential on GGC's heavy, reactive volcanic clay, which would crack an unsupported slab. Total area: approximately 10,000 m².
- Unit rate: published Australian rates for plain concrete paths range from approximately $75 to $160 per m², with a typical figure of around $110 per m² (October 2026). Golf course work adds sub-base preparation on clay, drainage, turf reinstatement and access across a live course, partly offset by the economies of a single large programme. An all-in rate of $100–$150 per m² (ex GST) has been assumed.
- Routing: path placement materially affects playability and appearance (Design and Visual Appeal together carry 60% of the Top 100 assessment). The route should be designed with input from the Section 7.3 course designer — keeping paths out of play and out of sightlines where possible — rather than simply extending the existing segments.
- Irrigation coordination: construction should follow, or be closely coordinated with, the irrigation upgrade (FY28–FY30), so that new concrete is not laid over lines, decoders or valve boxes about to be replaced, and so that conduit sleeves can be installed beneath the path at the same time.
- Approvals: as works on Council-owned land, the project will require Hume City Council owner's consent, as for the driving range.

7.5.2 Indicative Cost Estimate

Item	Low (ex GST)	High (ex GST)
Route survey, design and documentation (including course designer input) and contractor quotes	$15,000	$30,000
Excavation, crushed rock sub-base and compaction (10,000 m² at $25–$35/m²)	$250,000	$350,000
Concrete supply, reinforcement, placement and finishing (10,000 m² at $65–$95/m²)	$650,000	$950,000
Drainage crossings, edging, turf reinstatement and spoil removal (10,000 m² at $10–$20/m²)	$100,000	$200,000
Project management and contingency (10%)	$101,500	$153,000
Total (ex GST)	$1,116,500	$1,683,000
TOTAL (inc GST)	**$1,228,150**	**$1,851,300**

On these assumptions, the full network would cost in the order of $1.2m–$1.9m inc GST (approximately $245–$370 per linear metre), with a planning mid-point of ~$1.5m. This is comparable in scale to the driving range, and is the single most important number for the Board to firm up through quotes. For capital planning purposes (Section 6.6), the project is modelled as ~$25k for route design and quotes in FY29, and two construction stages of ~$750k each: Stage 1 (front nine) in FY32 and Stage 2 (back nine) in FY33 or later. On the cash flow model in Section 6.6.2, FY32 is the earliest year Stage 1 can be funded from reserves without breaching the $300,000 minimum reserve. Building by nines means each completed stage delivers a usable result — for example, a wet-weather nine-hole cart round on the front nine once Stage 1 is complete.

Lower-cost alternatives the Board should have tested as part of the business case:

- Targeted wet-weather links only (indicative $150k–$300k): concrete on the worst-draining and highest-traffic sections only — low-lying fairway crossings and green-to-tee connections. This would allow carts out in moderately wet conditions, but not in the abnormally wet conditions the Board is seeking to address.
- Asphalt: a lower upfront cost per m² than concrete, but a shorter life and higher ongoing maintenance, with edge breakdown a known issue on reactive clay.
- Crushed rock or granitic sand: much cheaper, but prone to rutting and wash-outs in wet weather — which would defeat the purpose of the project. Not recommended for this purpose.

7.5.3 Estimated Benefits

The benefits of the project are real, but they are primarily member-experience and course-protection benefits rather than commercial returns. The estimates below are deliberately conservative, as the Club does not yet record the number of cart-ban days or the bookings lost on those days — a gap the Year 1 action in Section 7.5.4 addresses.

Benefit	Basis and assumptions	Est. annual value
Recovered cart hire revenue	FY27 Golf Shop Hire budget $148,000 (carts, buggies and clubs); carts assumed ~80% (~$118k p.a., ~$325 per day on average). Assumes 25–40 cart-ban days p.a. at winter demand (~75% of average).	$6,000–$10,000
Retained participation — green fees, competition fees and bar/kitchen spend	Cart-dependent golfers who currently cancel or do not book on ban days: 10–20 lost paying rounds per ban day at ~$45 combined fee and secondary spend.	$11,000–$36,000
Member retention	Cart-reliant members — often long-tenured and older — are the most likely to resign over repeated loss of access. Retaining 3–6 members p.a. at the average subscription of ~$740 (FY26 $791,525 ÷ 1,075 members).	$2,000–$4,000
Reduced turf repair and wear	Less rutting and compaction where the existing paths end and on green and tee approaches; fewer repair, aeration and re-turfing hours. Course Superintendent to confirm.	$5,000–$10,000
TOTAL ESTIMATED ANNUAL BENEFIT	**Mid-point ~$42,000 p.a.**	**~$24,000–$60,000**

Benefits that are real but not quantified above include: accessibility and inclusion for an ageing membership and golfers with disability (which also strengthens grant applications); safety, by keeping carts off wet slopes; better utilisation of the leased cart fleet; course presentation and condition consistency, supporting the Top 100 goal; and the ability to host corporate days, events and Pro-Ams with carts in marginal weather.

> *Financial assessment: on these estimates the cart path extension will not pay for itself in financial terms — simple payback against ~$1.2m–$1.9m is well beyond 20 years (around 37 years at the mid-point). The case for it rests on member experience, accessibility and protection of course condition, not commercial return. Consistent with the Financial Discipline Principle (Section 6.6), the Board should treat it as a member-amenity investment funded from accumulated reserves rather than borrowings, and should commit capital only once the irrigation upgrade is delivered, the driving range's operating performance is confirmed, and a full business case based on the Club's own cart-ban data and contractor quotes is presented.*

7.5.4 Recommended Approach and Timing

- Year 1 (FY27) — build the evidence: the General Manager and Course Superintendent begin recording every cart-ban day (date and duration), the bookings and cancellations affected, and cart hire lost, so that the benefit case is built on GGC's own data rather than assumptions. At negligible cost, cart path routing is added to the brief for the Section 7.3 course design and conditioning review.
- FY29 — scope and quote: commission a route survey, path design and contractor quotes (~$25k inc GST), coordinated with irrigation Looms 2 and 3. Present a full business case to the Board, including the lower-cost alternatives in Section 7.5.2 and a confirmed path inventory.
- FY32 onward — staged construction, subject to Board approval of the business case and the Club's cash position: Stage 1 (front nine) in FY32 and Stage 2 (back nine) in FY33 or later, each ~$750k inc GST, funded from reserves. On completion, adopt a formal "carts on paths only" wet-weather policy in place of full cart bans.

- Funding: in parallel, explore a contribution from Hume City Council (as landowner, the paths are a permanent improvement to a Council asset), and State and Federal community sport infrastructure grants with an accessibility and inclusion focus.

8. Revenue Growth Strategy

8.1 Membership Revenue

Membership subscriptions are one of the Club's two largest revenue lines ($791,525 in FY26, unaudited), having grown 53% between FY23 and FY25. The challenge is now managing capacity rather than finding demand. The Club implemented a 'raffle' entry system for Saturday tee times in FY25, consistent with approaches used by high-volume private clubs. Over 40 existing 7-day members voluntarily transitioned to the 5-day category (Weekday) in FY25, demonstrating that the market will accept managed transition.

Recommended actions for the plan period:

- Maintain the 5-day (Weekday) category actively — current numbers are 156 (Oct 2025, up 55% year-on-year). Continue to incentivise 7-day members to consider transition when Saturday capacity is constrained.
- Introduce a structured Corporate/Business Membership: target local Sunbury commercial growth and Melbourne Airport-area businesses. The Club already has 18 corporate members (Nov 2024) — this should be actively marketed with a premium benefits package.
- Introduce a Social/Non-Playing Membership at a modest annual fee ($100–$200). Access to clubhouse, dining, and social events without playing rights. This builds community connection, increases F&B, and creates a pipeline of future playing members. The Club already has 4 Non-Golf Social members — formalise and grow this.
- Academy/Beginner Pathway Membership: 12-month reduced-rate membership paired with structured lessons from Tony Page, designed to convert participants in the 'Come and Try' programs to full fee-paying members.
- Annual fee review: Benchmark annually against comparable northwest Melbourne clubs. The current membership fee structure represents exceptional value relative to the course quality — the GM has noted this. Modest annual increases (CPI+) are both defensible and expected by members.

8.2 Green Fees & Visitor Revenue

- Green fees grew from $384k (FY23) to $652k (FY26, unaudited) — a 70% increase over three years. The FY27 budget targets $687,000 across all green fee categories. Dynamic pricing is already partially in place (adult, concession, junior, discount categories) and should be formalised as a policy.
- Visitor packages: Green fee + cart hire + bar/bistro voucher, bundled to lift spend per visit and give first-time visitors a reason to return.
- Tourism partnerships: Partner with Sunbury wineries (Rupertswood, Craiglee, etc.), accommodation providers, and the Rupertswood Mansion heritage site. Sunbury's growing tourism profile provides a genuine hook.
- The Thursday 'Chook Run' (~80 regular participants, 3 grades) is a beloved members-only twilight competition and is not available to green fee players. Its format and social appeal — families, mixed ages, 3 grades, weekly social gathering — is a proven model. The Club should explore developing a parallel visitor-friendly twilight event (e.g., a pay-to-play open twilight social competition run on a separate evening) that captures the same energy while generating green fee revenue and providing a conversion pathway to membership for regular participants.

8.3 Bar, Kitchen & Events Revenue

Sale of Goods (bar, kitchen, and pro shop combined) exceeded $1 million for the first time in FY25, easing to $985k in FY26 (unaudited). From FY27, Golf Shop Food & Drink has been reclassified to the Bar category — a presentation change that more accurately reflects how these sales are transacted. The bar and kitchen operation remains one of the Club's largest revenue contributors and the area with the greatest upside from a clubhouse renovation or rebuild.

- Short-term (pre-renovation): Focus on maximising the existing kitchen and bar throughput. Nicole Geary's hospitality team has demonstrated strong execution on event days (Challenge Bowl, Guest Days, Jo Nesbitt Shield). Formalise an events calendar and actively market function availability even in the current state.
- Medium-term (post-renovation): A purpose-built function space capable of hosting 120–200 persons for weddings, corporate events, and community hire is the single most transformative revenue opportunity available to the Club.
- Pro shop Food & Drink ($110k FY25) is a strong line that reflects golfer patronage. Ensure this continues as a complementary service to the main bar rather than a cannibalisation risk.

8.4 Pro Shop & Retail

Golf shop retail revenue in FY25 (from the budget actuals through May 2025) shows: Balls ($84k), Accessories ($36k), Clothing ($36k), Clubs ($31k), Hire ($141k), Food & Drink ($110k). The hire line is the strongest — reflecting healthy cart and buggy hire.

- Conduct a structured retail audit (Retail Golf Manager + wholesale supplier representative). The range should prioritise high-margin items: apparel, accessories, balls, and grips. Avoid excessive hard goods (clubs/bags) unless fitting capability is in place.
- Club fitting days with major OEMs are already scheduled and in place. However, the success of these events has to date been limited. The Club should review the format, timing, marketing, and OEM partnerships to understand the barriers to conversion. Considerations include whether the current pro shop space is adequate for fitting, whether the right OEM partners are engaged, and whether the absence of a permanent launch monitor facility is constraining results.
- Online member merchandise shop: Low overhead, builds brand loyalty.
- Once the technology-enabled driving range is operational, both fitting days and the wider pro shop retail opportunity should improve significantly — fitting bays and launch monitor-driven product recommendations are proven revenue drivers.

8.5 Technology-Enabled Driving Range — Board Approved Project

The technology-enabled driving range is the Club's number one near-term capital priority. Following extensive planning, financial modelling, and Board deliberation, the driving range project has been formally approved by the Board and the following parameters have been established. This section reflects the Board-approved project specification, funding structure, and financial projections. An expanded scope and funding structure (full synthetic hitting surface, complete lighting package, and increased borrowings to $650,000) was presented to the Board on 11 September 2026 and formally approved at the Board meeting of 21 September 2026; this section reflects the approved revision.

8.5.1 Approved Project Specification

The Board has approved the following facility specification:

- Facility: 12 bays in total — 1 lockable coaching/training bay and 11 open practice bays
- Enclosure (updated September 2026): full synthetic hitting surface across all bays and a complete lighting package for the entire facility (previously deferred as a future upgrade on cost grounds), made viable by supplier cost savings and a reduction in protective netting height from 25m to 22m, identified by Gabba Fencing following their comparable project at Pacific Golf Club, Brisbane
- Technology provider: Toptracer (preferred technology; vendor finalisation pending)
- Target completion date: 30 November 2027
- Total estimated project cost: $1,300,000 (increased from $1,100,000, September 2026, reflecting the expanded scope above; final building costs remain subject to final tender)
- Cost composition (per updated project costing, September 2026): protective netting and fencing enclosure $616,000 (47% of budget, reduced through Gabba Fencing's supplier savings and the lower 22m height); enclosed bay construction (1 lockable + open bays) $221,000; synthetic hitting surface (new) $173,433; electrical and lighting (full facility package) $120,000; golfing hardware and technology fit-out (mats, ball dispensers, ball pickers, dividers, etc.) approximately $71,700; concrete path $22,000; initial design, geotech and engineering costs (paid) $25,872; contingency for pricing variation $50,000. Total $1,300,000 inc. GST, up from $1,100,000.
- Location: Subject to Owner's Consent from Hume City Council. The engineering and Geotech reports are complete; Council has advised that it will complete a feasibility study of the driving range before it considers Owner's Consent

> *Funding Principle (Board Resolved): Before any financial burden falls on members through membership fee increases or levies, the Club will exhaust every available external funding avenue. Any member-facing funding options, such as debentures, will be structured as voluntary opt-in opportunities with clear member benefits — not financial impositions.*

8.5.2 Approved Funding Structure

The Board has approved the following funding structure totalling $1,300,000 (increased from $1,100,000 at the Board meeting of 21 September 2026 — see Update, September 2026, below):

Funding Source	Amount	Notes
GGC Bank Accounts (cash reserves)	$500,000	Club reserves — primary funding source
State Government Contribution	$150,000	Confirmed (early FY27) via MP Josh Bull
Borrowings or Debentures	$650,000	@8.71% interest over 10 years — see amortisation schedule
TOTAL	**$1,300,000**	**Excl. any additional grant funding secured**

Update (September 2026): Gabba Fencing — engaged for the netting enclosure and recently the contractor on a comparable project at Pacific Golf Club, Brisbane — identified supplier and process cost savings, together with a reduction in netting height from 25m to 22m, that make a fuller facility specification viable within acceptable cost. The approved specification is expanded to include a full synthetic hitting surface and a complete lighting package across the entire facility (rather than one side only), both previously deferred as a future upgrade on cost grounds. Total project cost increases from $1,100,000 to $1,300,000. The borrowings/debentures component increases from $470,000 to $650,000, and GGC cash reserves committed increase from $480,000 to $500,000; the State Government contribution remains $150,000. ANZ has indicated a rate of 8.71% (improved from the 10% originally assumed) over the same 10-year term, equating to approximately $97,587 per annum in debt service. The amortisation schedule confirms the debt is fully repaid within 10 years. This revised scope and funding structure was discussed by the Finance, Audit and Risk Committee on 10 September 2026, presented to the Board on 11 September 2026, and formally approved at the Board meeting of 21 September 2026.

8.5.3 Financial Projections — Revenue, Cost and Return

The Board has prepared a detailed financial model for the driving range. The following projections are based on conservative assumptions and have been peer-reviewed by the Director of Finance.

Revenue Stream	Basis	Annual ($)
Range balls (100-ball buckets @ $20)	294 buckets/week × 52 weeks (12 bays: 2.5 uses/bay weekdays, 6 uses/bay weekends)	$305,760
Coaching bay hire	5 sessions/week × $30 × 52 weeks	$7,800
Secondary spend — F&B and club hire	Estimated uplift $1,000/week	$52,000
TOTAL ANNUAL REVENUE		**$365,560**
Operating Cost	**Detail**	**Annual ($)**
Labour (4 hrs/day @ $35/hr all-in)	365 days	$51,000
Toptracer technology subscription	Monthly $4,015	$48,180
Utilities — electricity	Estimated	$7,000
Repairs, replacements, maintenance	Estimated (TBC)	$10,000
Debt service — $650k @ 8.71%, 10 yrs	Annual repayment	$97,587
TOTAL ANNUAL OPERATING COST		**$213,767**
NET ANNUAL BENEFIT		**$151,793**
ROI (based on $1.15m net investment)		13.2%
Payback period		~7.6 years

Note (updated September 2026): ROI is calculated on $1,150,000 net investment (total $1.3m less the $150k State Government contribution). Revenue is now modelled bottom-up from bay utilisation (294 buckets/week across 12 bays, up from the original flat 245/week assumption), with coaching bay hire ($7,800 a year) and secondary spend added, and still uses conservative pricing — no bucket price increases and no volume growth are modelled beyond this. In practice, modest annual price increases and volume growth as the facility establishes would materially improve the payback period and ROI further. The Board should review actuals against this model at 6-month and 12-month post-opening milestones.

> *At $151,793 net annual benefit (revised September 2026 from $167,047, reflecting the expanded full-synthetic, full-lighting specification and the larger associated borrowing, and now including coaching bay revenue), the driving range still delivers more annual financial return than any other single initiative in this plan, while simultaneously serving the Club's strategic objective of attracting younger golfers, beginners, families, and corporate users — creating a new community that feeds membership growth well into the next decade.*

8.5.4 Approved Next Steps and Project Timeline

The Board has approved the following next steps in sequence toward the 30 November 2027 completion target:

- 1 — Engineering and Geotech Reports: COMPLETE. The reports support both the Owner's Consent application and the finalisation of building costs.
- 2 — Hume City Council Feasibility Study: Council has advised that it will complete a feasibility study of the driving range before it considers Owner's Consent. This is now the critical path item. The GM is to maintain close contact with Council on the study's scope and timing and provide any information Council requires.
- 3 — Owner's Consent from Hume City Council: Formal Owner's Consent application, supported by the completed engineering and Geotech reports and the outcome of Council's feasibility study.
- 4 — Tender Process: Prepare tender documentation now so that the project can go to formal tender promptly to obtain final building costs and appoint a builder, with contracts not signed before Owner's Consent is granted.
- 5 — Finalise Technology Provider: Toptracer is the Board's current preferred technology provider. Formal vendor selection and contract negotiation to be completed in parallel with the construction tender process.
- 6 — Appoint Builder and Commence Project: Subject to Owner's Consent and tender outcome, appoint builder and commence construction toward the 30 November 2027 completion target, which depends on the timing of Council's feasibility study.
- 7 — Finalise Funding Approach: Confirm the debenture vs commercial borrowing structure for the $650,000 borrowings component and finalise drawdown timing against the construction payment schedule. The Board to make a final funding decision once the tender (Step 4) provides clarity on final project cost.

> *Project governance: The GM is to provide a monthly project status update to the Board from the date of this plan's adoption through to project completion. At each Board meeting, the status of each of the seven steps above is to be reported against the 30 November 2027 completion target.*

8.5.5 Capital Priority Context — Driving Range vs Other Major Projects

With four major capital projects approved, planned or under investigation — the driving range, the course improvement program, the cart path extension and the clubhouse rebuild — the Board must be deliberate about sequencing and cash flow management. The following comparison frames the scale and financial impact of each:

Project	Total Cost	Net Annual Benefit	Payback	Status
Technology Driving Range (12 bays)	$1.3m	$151,793	~7.6 yrs	Board approved (Sept 2026); target completion Nov 2027
Course Improvement (design review + irrigation)	~$400k	Rankings uplift; water/labour savings from irrigation efficiency	Indirect	Design review FY27; irrigation approved in principle FY28–FY30
Cart Path Extension (continuous concrete network)	~$1.2m–$1.9m (indicative)	~$24k–$60k p.a. (cart hire, participation, retention, turf repair)	>20 yrs (mid-point ~37 yrs)	Investigation — route design FY29; staged build from FY32 subject to business case
Clubhouse Rebuild	$2.5m–$5m+	$100k–$200k+ p.a. (function/events)	TBD via business case	Parallel monitoring project — pending Council

The driving range is unique among these projects in that it generates a clear, quantifiable and near-term net annual benefit ($151,793) that begins flowing from completion in late 2027. This income will materially assist in funding the course improvement program and building the financial reserves required to progress the clubhouse project. The sequencing of the driving range first is therefore not only strategically sound but financially prudent.

8.6 Pop-Up Event Methodology — Maximising the Existing Space Now

While the clubhouse Masterplan process remains paused pending Hume City Council action, the Club does not need to wait to generate meaningful events revenue. The current dining and event room — though modest in its permanent configuration — can be transformed into a stylish, inviting event space quickly and at low cost using a deliberate Pop-Up Event methodology. This approach treats the existing space not as a fixed limitation but as a flexible canvas that can be 'flipped' for a specific event and then returned to everyday use with minimal effort.

The Flip Concept

The core idea is simple: the room has two modes — Everyday Mode (bar service, casual dining, member use) and Event Mode (styled, intimate, commercial-quality event space). The transition between the two modes should be achievable within a few hours by a small team, with no permanent structural change required. The following elements make this possible:

- Modular furniture: Replace fixed or mismatched tables and chairs with lightweight, stackable, neutral-palette furniture that can be quickly reconfigured from casual dining

clusters into formal event rounds, long banquet tables, or cocktail standing arrangements. Investment: low to moderate — quality modular furniture pays for itself after a small number of commercial bookings.

- Portable lighting: Install a simple dimmable LED track or pendant lighting system with warm tones. Overhead fluorescent or harsh fixed lighting is the single biggest barrier to event ambience. Supplementary portable floor lamps, candles (flameless), and table lighting can be introduced for events and removed afterwards. Investment: modest.
- Styled linen and tableware: Invest in a small inventory of event-quality linen (tablecloths, napkins in 2–3 colour palettes), glassware, and centrepiece elements (bud vases, lanterns, greenery) that are stored in a dedicated event kit and deployed for bookings. This single investment transforms the visual quality of any space.
- Backdrop and screening: Use portable fabric panels, greenery walls, or a simple branded backdrop to frame key areas (e.g., a sweetheart table, cocktail bar, or photo opportunity corner). These elements direct the eye away from permanent features that cannot be changed and create a defined event aesthetic.
- Audio: A portable Bluetooth speaker system with appropriate volume for dining events removes the need for a fixed audio installation and can be managed by hospitality staff.
- Signage and branding: Temporary event signage (welcome boards, table numbers, menus) printed to event-specific standards reinforces the premium feel and requires only access to a quality printer and a small laminator.
- Course views: GGC's greatest existing asset is its outlook across the course and toward Rupertswood. Ensure event furniture layouts always prioritise this view — it is a genuine point of difference that no amount of renovation can replicate.

Events Suited to the Pop-Up Methodology

Not every event requires a purpose-built function centre. The following event types are well-suited to a styled, intimate space of the kind GGC can create with the Pop-Up approach:

- Corporate dinners and team events (20–50 persons): Increasingly popular as an alternative to hotel function rooms. Golf + dinner packages with launch monitor experiences (once the driving range is open) are a strong drawcard for Sunbury and Melbourne Airport-area businesses.
- Private celebrations — birthdays, anniversaries, retirement functions (30–60 persons): The local market for intimate, non-hotel private dining is underserved in Sunbury. Personalised service, course views, and a unique setting are genuine differentiators.
- Club member milestones — presentations, AGM dinners, pennant send-offs: These events already happen informally. A styled Pop-Up execution elevates them and reinforces the Club's culture of recognition.
- Golf society dinners and visiting group events: Groups already using the course for a day's golf are a natural captive market for a post-round dinner. A styled room transitions this from a casual bar experience to a bookable event product.
- Charity fundraisers and community events: These generate goodwill, visibility, and F&B revenue simultaneously, and often fill dates that commercial bookings do not take.

Implementation Requirements

- Nominate a dedicated Events Coordinator responsibility — this sits naturally with Nicole Geary (Hospitality Manager) and Clare Anderson (Membership & Programs). A simple events booking system, inquiry response protocol, and standard event packages should be developed and published.

- Develop 3–4 standard Pop-Up event packages with fixed pricing (e.g., Corporate Dinner Package, Private Celebration Package, Golf Society Dinner Package). Remove friction from the booking decision by making pricing transparent and packages easy to understand.
- Create a simple one-page visual showcase of the space in Event Mode — before/after style photos taken on a styled evening are the most powerful marketing tool available and cost almost nothing to produce.
- Set a minimum booking revenue threshold per event to ensure the effort of flipping the room is commercially justified. The existing Hire of Club Facilities revenue line ($5,741 in FY26) should be targeted to reach $30,000–$50,000 within two years purely through this methodology, before any capital works.
- Develop a flip checklist and event run-sheet template so that any capable hospitality team member can execute an event setup consistently without relying solely on the Hospitality Manager.

> *The Pop-Up Events methodology is not contingent on the clubhouse rebuild — it is an active, resourced revenue growth initiative in its own right. It also generates a body of evidence that demonstrates events demand, which will strengthen the clubhouse Masterplan business case whenever Hume City Council initiates that process, and develops the operational capability of the hospitality team so that the Club is ready to make full use of a future purpose-built function space. Every successful Pop-Up event builds both near-term revenue and the case for a future clubhouse rebuild, if and when it is reactivated.*

9. Clubhouse Renovation or Rebuild — Parallel Monitoring Project

Following the Board's review of the Top 100 Public Access ranking criteria — which confirmed that the ranking assesses the golf course only, and does not consider the clubhouse or other facilities — the Board has repositioned the clubhouse renovation or rebuild from an active strategic priority to a parallel project requiring ongoing oversight. This reflects the Club's limited ability to actively progress the clubhouse independently: the pathway to a concept design and business case runs through the Hume City Council-funded Masterplan process, and Council has not yet initiated that process despite its $100,000 commitment. The sections below are retained as a reference for when the project is reactivated.

> *Monitoring cadence and reactivation trigger: The Chairperson and General Manager will make direct contact with Hume City Council at least twice yearly to check on Masterplan progress, with a status update reported to the Board at least annually (or immediately upon any material change). Hume City Council formally commencing the Masterplan process — for example, by appointing a consultant or opening community consultation — will be treated as the trigger for the Board to reactivate the clubhouse as an active strategic priority and resume the actions set out below. In the interim, the Pop-Up Events methodology allows the Club to generate incremental events revenue from the existing space without waiting on Council.*

9.1 Current Position

The existing clubhouse (Clubhouse Extensions) is depreciated at 2.5% straight line (a 40-year useful life). As at 30 June 2026 (FY26 unaudited), its cost of $347,912 less accumulated amortisation of $207,760 gives a net book value of $140,152 — meaning the structure is

approximately 60% depreciated, even after $30,000 of FY26 clubhouse works (roller doors, technology, TV screens, security) that were essential maintenance rather than transformation.

Local and state government representatives have told the Club directly that a clubhouse upgrade is a 'legacy project' that takes years of advocacy. The Chairperson has engaged extensively with Hume City Council and MP Josh Bull. The Hume City Council commitment of $100,000 for a Masterplan (announced in the FY25 budget) is a critical milestone — it creates a formal planning process and demonstrates Council investment in the Club's future.

The Hire of Club Facilities revenue line was just $5,741 in FY26 (unaudited) — effectively zero for a facility with GGC's location, views, and community profile. This is the clearest evidence of the revenue opportunity being foregone due to the clubhouse's current condition.

9.2 Options for the Board (for consideration once reactivated)

Option A: Staged Renovation (Lower Capital, Faster Start)

- Renovate the existing structure in stages: Stage 1 – amenities, kitchen, and bar upgrade ($300k–$500k); Stage 2 – function/events space; Stage 3 – pro shop and member lounge.
- Estimated total: $600k–$1.2m staged over 3–4 years. Distributes capital expenditure and can use operational cash flow.
- Risk: Existing structure may be constrained; ongoing disruption; may not achieve the full commercial outcome needed for events revenue.

Option B: Full Clubhouse Rebuild (Higher Capital, Optimal Outcome)

- Demolish and rebuild to purpose-designed modern specification: main bar/bistro (60–100 covers indoor + alfresco), function/event space (120–200 persons for weddings, corporate events), dedicated pro shop, member lounge, modern locker rooms, outdoor deck with course views.
- Estimated cost: $2.5m–$5m+. This is the option most likely to unlock Council and State co-investment — 'legacy project' language from government suggests they would support a flagship community facility.
- The Masterplan ($100k committed by Hume Council) should be used to define and advocate for this option.

9.3 Funding Strategy (if/when reactivated)

- Club cash reserves ($703k at 30 June 2026, unaudited) — noting that $500k is committed to the driving range project across FY27–FY28, leaving reserves to be rebuilt from operating surpluses and incoming borrowings proceeds
- Hume City Council community infrastructure contribution — leverage the Masterplan process actively
- State Government advocacy — continue with MP Josh Bull; explore Federal community infrastructure programs
- Commercial borrowing: The Club's balance sheet ($1.08m equity and $703k cash at 30 June 2026, with a consistent record of profitability) now supports a meaningful bank facility. A $1–2m facility is realistic and would be self-amortising from F&B and events revenue post-completion.
- Member bond/debenture scheme — debentures remain an option for the driving range's approved $650k borrowing component (alongside ANZ commercial borrowing); additional capacity exists for the clubhouse if required
- Corporate naming rights or catering partnership arrangement

9.4 Recommended Approach — Monitor and Await Council Action

The clubhouse is not currently an active strategic priority; it is a parallel project the Board will monitor rather than actively drive, given that the pathway to a concept design and business case runs through the Hume City Council Masterplan process, which Council has not yet initiated despite its $100,000 commitment. The Chairperson and General Manager will maintain contact with Council at least twice yearly and report to the Board at least annually. Once Council commences the Masterplan process, the Board's approach will be to engage it proactively as the vehicle to develop a concept design and business case for Option B (full rebuild), including a 10-year financial model showing payback on capital, net member benefit, and community use (a key Council requirement). In the meantime, the Club will continue routine maintenance to keep the existing structure in acceptable condition, and will continue to build near-term events revenue and operational readiness through the Pop-Up Events methodology.

> *The Top 100 Public Access ranking assesses the golf course only, not the clubhouse: the course improvement programme (the FY27 design and conditioning review and the irrigation upgrade) is the investment that will take GGC toward Top 100 status within the plan period, with any further turf investment to be considered once the review reports. The driving range is not assessed by the ranking, but its operating income helps fund that programme. The clubhouse remains an important long-term ambition for the Club's members and community standing, to be actively progressed once Hume City Council initiates the Masterplan process.*

10. Membership Retention & Overall Experience

> *Board Member Principle: Member experience must remain at the centre of every strategic decision. As the Club grows and invests in its future, the quality of course access, the culture of the Club, and members seeing tangible benefit from these investments must never be compromised. Every major initiative in this plan should be evaluated against the question: does this improve or protect the experience of our members?*

10.1 Current Position

Total membership has grown from 707 (Nov 2023) to 875 (Nov 2024) to 975 (Oct 2025) to 1,075 (September 2026) — sustained double-digit annual growth throughout the plan's foundation period. Notably, age-based categories (juniors) grew 32.8% and Lifestyle memberships 46.4% in FY24 alone. The significant growth across all categories reflects both the quality of the course product and the effectiveness of Clare Anderson's membership and programs work.

The 5-day (Weekday) category grew 55% year-on-year (101 to 156 members) following the incentivised transition program. Under-25 members grew 28% and under-21 members 27% — the junior and young member pipeline is healthy.

10.2 Retention Framework

- Annual member survey: The Club already conducts member surveys (bunker restoration was a direct result of FY24 survey feedback). Continue and formalise this — publish results and actions to members.
- Member welcome and onboarding: All new members receive a structured onboarding — welcome communication, meeting with Retail Golf Manager, course orientation, first-year check-in.
- Saturday tee time management: bookings and the raffle-style allocation are managed through the MiClub platform, not a Club-run process. The system introduced in FY25 caused some friction (acknowledged by the Chairperson); the Club's role is to communicate the rationale clearly to members and monitor MiClub's booking and waitlist data for fairness and satisfaction trends. The Friday competition (introduced in response to member suggestions) is a positive example of responsive governance.
- Course quality: The primary driver of member satisfaction. The FY27 course design and conditioning review, the irrigation upgrade, and continued investment in course infrastructure (tees, drainage, bunkers) directly support retention.
- Social calendar: The Thursday 'Chook Run' (80+ regular participants, 3 grades), Sidchrome Classic, Tyrepower Tee-Off Day, and pennant programs demonstrate a vibrant social culture. Continue to expand the calendar, particularly family and medley events.
- Member recognition: Annual recognition of champions, long-serving members, volunteers (Owen Dunn, Volunteer of the Year), and staff. Birthday Leave for permanent staff reflects the culture of recognition.
- Exit interviews: When a member resigns, conduct a brief structured exit conversation. Track and report trends to the Board quarterly.

11. Women's & Junior Golf Participation

11.1 Current Position — Achievements to Build On

GGC is already performing strongly in this area relative to its peer group, and has formalised this commitment through the R&A Women in Golf Charter signatory status. Key current programs:

- Ladies beginners clinic ('Come and Try' days) — most recently 17 ladies attended; offered follow-up clinics and membership special offer.
- Tuesday ladies competition — approximately 40 ladies per week; target of 45 in the near term.
- 5 primary school programs + after-school MyGolf program; All-Abilities Friday program (5–10 participants weekly).
- Australian Golf Foundation Junior Girls Scholarships — 6 recipients currently.
- Junior Pennant team reinstated in FY25 — team competed well under Clare Anderson's management; Cooper Pietromonaco as Junior Club Champion and team captain.
- Ladies Sub-Committee now integrated under the Match Committee structure (per new Constitution, June 2025), with Cheryl Price reporting to the Director of Golf. Ladies President Mee Lian Beier is also a Director — direct Board representation for women's golf.

11.2 Women's Golf — Recommended Actions

- Formalise the 'Get into Golf' beginner pathway: 6-week structured clinic → 9-hole competition entry → academy membership → full membership. Track and report conversion rates to the Board annually.
- Introduce a 9-hole or twilight ladies competition alongside the existing Tuesday format — lower time commitment, more accessible to working women and mothers.
- Ensure the pro shop stocks an appropriate range of women's apparel and equipment. Women's clothing represents a growing high-margin retail opportunity.
- Leverage the R&A Women in Golf Charter signatory status in all Club marketing — it is a genuine differentiator and an endorsement from the global governing body.
- Continue the Ladies Challenge Bowl as a flagship invitational event — the 40th Bowl in FY25 achieved near-capacity field (67 players, 14 external clubs). Target full capacity and build a waiting list.

11.3 Junior Golf — Recommended Actions

- Develop a formal Junior Golf Academy with tiered programs: Foundation (6–10 years), Development (11–14), Performance (15–18). Tony Page and Clare Anderson to jointly design the curriculum.
- Expand school partnerships beyond the current 5 primary schools to include Salesian College and other secondary schools — the secondary school market (13–18 years) is the next conversion opportunity for junior pennant and full membership.
- Maintain the junior pennant team as a non-negotiable fixture — it creates pride, structure, and retention for teenage members.
- Junior membership pricing: Keep entry-level memberships affordable (current under-14 category already well-priced). The long-term return is a full-paying adult member.
- School holiday golf camps: Expand the birthday party program into structured holiday camps (3–5 days). Clare Anderson's existing relationships with school communities provide the marketing channel.

> *With under-25 membership growing 28% and under-21 growing 27% in FY25, GGC's junior and young-adult pipeline is already strong. The technology-enabled driving range, when built, will be particularly powerful for junior attraction, development, and retention.*

12. People & Culture

12.1 Current Management Team

Role	Name	Notes
General Manager & Secretary	Michael Corcoran	Tenure: multiple years; AICD Governance Foundation (2025)
Retail Golf Manager	Tony Page	15 years tenure; clinics, lessons, retail
Hospitality Manager	Nicole Geary	Employee of the Year FY24; led events team
Membership, Guest Experience & Golf Programs	Clare Anderson	Junior/school programs, events, membership
Course Superintendent	Brad Morcomb	20 years tenure; AGCSA accredited
Manager, Administration Services	Carolyn Luke	New appointment FY25; MiMembership system

12.2 People Strategy

- Position descriptions and KPIs: All roles should have current written position descriptions and annual KPI agreements. The Club operates with a lean team, and the appointment of a Manager, Administration Services in FY25 has added valuable capacity. Ensure adequate resourcing as revenue grows.
- Continuity Planning — Four Key Roles: The Board has identified four roles that are central to the Club's day-to-day operations and long-term success. As good governance practice, documented continuity arrangements will be maintained for each:
    - Course Superintendent: The role carries deep knowledge of the course's soil profiles, drainage patterns, irrigation system and maintenance rhythms. Continuity arrangements include documentation of critical maintenance schedules and procedures, and a mentoring and development pathway within the grounds team, supported by AGCSA networks.
    - Retail Golf Manager: The role is central to member relationships, junior and beginner programs, and retail. Continuity arrangements include a documented guide to competitions management, lesson programs and supplier relationships, and the development of an assistant professional.
    - Hospitality Manager: The role leads the bar, kitchen and events operation, including major event days. Continuity arrangements include documented operating procedures for events and daily operations, a trained deputy, and a relationship plan for key suppliers and function clients.
    - General Manager: The role spans financial management, staff leadership, Board support, capital project delivery, government relations and member communications. Continuity arrangements include a documented guide to operational and strategic responsibilities, development of internal capability, and Board-level documentation of key external relationships (Hume City Council, Golf Australia, Golf Victoria, key suppliers and government contacts).

Note: Reflecting the long service of several valued staff members, the Club's balance sheet carries growing long-service leave provisions ($197,809 total employee entitlements at 30 June

2026, unaudited). These obligations are a future cash flow consideration that should be factored into the rolling financial model.

- Employee of the Year: Continue the formal recognition program. Tony Furci won the Employee of the Year in FY25 for mentoring junior staff and operational excellence — this program builds culture.
- Staff development: Brad Morcomb (AGCSA), Tony Page (PGA of Australia), and Clare Anderson's ongoing role in Golf Australia programs all demonstrate a culture of professional development. Formalise a training and development budget (currently ~$14.5k in FY25 actuals).
- WHS: All FY22 WHS risk items were remediated. Continue the zero-tolerance culture and conduct annual WHS audits. ESG (Environmental, Social, Governance) is now a formal agenda item per the GM's FY25 report.
- Payroll tax: The FY26 Budget now includes a payroll tax line ($14,592) — this has emerged as a new compliance cost as wages grew. Confirm with the Club's accountant the threshold and structure.

13. Operational Excellence

13.1 Technology & Digital

- MiMembership: Implemented in FY25 — eliminated a full technology platform, reduced data entry errors, saved 250+ annual staff hours. Continue optimisation and ensure all modules are fully utilised.
- MiClub: GGC has implemented MiClub for tee time management, including integrated waitlist management. This system is already operational and addresses the Saturday capacity management challenge introduced in FY25. The focus should now be on ensuring all staff are fully trained, members are using it effectively, and the data it generates (booking patterns, waitlist trends, popular time slots) is being used to inform decisions on competition scheduling and membership category management.
- Social media and digital marketing: The Club's Facebook presence and Captain's Recap (weekly competition summary) are well-established community touchpoints. Maintain an active content calendar covering course updates, events, junior programs, and member stories.
- Website: Ensure goonawarragolfclub.com.au is mobile-optimised and supports online membership enquiry, tee time booking, and event inquiry capability.

13.2 Course Operations

- Pace of Play: With 65,000+ rounds and record daily participation, pace of play is a growing operational challenge. Implement a formal Pace of Play Policy and enforce it consistently. Slow play is the most-cited negative experience in golf nationally.
- Environmental stewardship: The Club maintains a tree management agreement with Hume City Council. The habitat box program (bird and wildlife) and extensive mulching reflect genuine environmental commitment. A formal Biodiversity and Environmental Management Plan would support both grant applications and the Club's Values.
- Course equipment: The FY25 capital investment included a fairway mower, sidewinder, tipper trailer, greens roller, and articulated loader — reflecting the Course Superintendent's systematic approach to equipment renewal. Continue this approach in the capital plan.

13.3 Sponsorship & Corporate Partners

The Club has a strong and growing sponsor/partner network (Villawood Properties, Sunbury Ford as major sponsors; 20+ additional partners). Corporate Members (18 as at Nov 2024) represent a developing income stream.

- Formalise a Sponsorship Prospectus with tiered packages (Title, Gold, Silver, Club) and clear benefits for each tier. The driving range naming rights opportunity alone could attract a major sponsor contribution.
- The advertising income decline ($73k FY23 → $25k FY26) partly reflects Council sign restrictions. Work through the Masterplan process to resolve this and restore or exceed the previous advertising income level.

14. Strategic Planning Framework

14.1 Problem/Opportunity Statement Framework

Every initiative in the Annual Business Plan should begin with a clear Problem or Opportunity Statement:

Element	Description / Prompt
Problem or Opportunity	What specific problem are we solving or opportunity are we capturing? One sentence.
Who is affected?	Which members, customers, or stakeholders? What is the scale of impact?
Why now?	Why act this financial year? What happens if we don't?
Proposed solution	What specific actions will we take?
Success measures (KPIs)	How will we know we succeeded? 1–3 measurable outcomes.
Owner	Who is accountable? One person.
Budget required	Capital or operating budget needed? Expected ROI?
Timeline	Key milestones and delivery date.
Risks	What could go wrong? Mitigation?

14.2 Annual Business Plan Cycle

- July–August: GM develops draft Annual Business Plan and budget for coming year.
- September: Board reviews and approves ABP and annual budget.
- Monthly: GM reports against ABP KPIs at each Board meeting using a traffic-light dashboard. Each major initiative must have at least one measurable outcome (e.g., driving range: construction tender awarded by [date]; course design and conditioning review: report received by [date]; clubhouse: Masterplan concept design submitted by [date]). Red = behind schedule or at risk; Amber = monitoring required; Green = on track.
- January: Mid-year review — track progress, adjust, escalate risks.
- June: Year-end review and reporting. Input into next year's ABP.
- Annual: Board reviews this 5-Year Strategic Plan at strategy retreat. Formally refresh every 2 years.

Board Review Milestones: For each major capital project, the Board sets a formal 6-month and 12-month review milestone at the time of approval. At each milestone, the GM presents a brief progress report against the business case: actual vs budgeted spend, actual vs forecast revenue or benefit, and a recommendation to continue, adjust, or pause. This ensures the Board retains active oversight and can respond to changed circumstances without waiting for the annual review.

14.3 Priority Initiative Tracker

Strategic Pillar	Priority Initiative	Start	Lead	Status
Golf Course	Filtration unit replacement (immediate) — $27k, Greenwater Australia	Y1	Course Supt	URGENT
Golf Course	Irrigation upgrade — Rainbird IC system, Loom 1 (FY28, ~$107k inc GST, excl. installation labour)	Y2	Course Supt / GM	Planned
Golf Course	Irrigation upgrade — Looms 2 and 3 (FY29, FY30)	Y3–4	Course Supt / GM	Planned
Golf Course	Course design & conditioning review — independent engagement ($50k), covering design assessment and turf strategy	Y1	GM/Board	New
Golf Course	Cart-ban day data capture (days, cancellations, cart hire lost) and cart path routing added to the design review brief	Y1	GM / Course Supt	New
Golf Course	Concrete cart path extension — route design and quotes FY29 (~$25k); staged construction from FY32 (~$1.5m indicative), subject to business case	Y3+	GM / Board	Investigation
Golf Course	Driving range — Hume Council feasibility study and Owner's Consent; tender preparation (engineering/geotech reports complete; $1.3m scope and funding approved Sept 2026)	Y1	GM / Board	With Council
Golf Course	Driving range construction — target completion 30 November 2027	Y1–Y2	Board / GM	Planned
Golf Course	Simulator project — Board resolved NOT to proceed; focus on driving range	—	—	Cancelled
Member Services	5-day category growth + new corporate/social categories	Y1	Membership Mgr	Ongoing
Member Services	Women's beginner clinic formalised pathway	Y1	Retail Golf Mgr/Clare A	Ongoing
Member Services	Junior Academy structured program	Y2	Retail Golf Mgr/Clare A	Planned
Member Services	Formal Sponsorship Prospectus	Y1	GM	New
People & Culture	Board Charter, Code of Conduct & Finance, Audit and Risk Committee Charter — ADOPTED	Complete	Chairperson	✓ Done

Strategic Pillar	Priority Initiative	Start	Lead	Status
	May 2025			
People & Culture	Finance, Audit and Risk Committee — formally constituted (Cunningham, Watkins as Chair); meets regularly as required	Ongoing	Dir. Finance	✓ Active
People & Culture	Annual Board Charter review (required by Charter)	Annual	Chairperson	New
People & Culture	Continuity planning for four key roles	Y1	GM/Board	New
Finance & Risk	Clubhouse Masterplan engagement (Hume Council $100k) — parallel monitoring project	Ongoing	GM/ Chairperson	Monitoring
Finance & Risk	Clubhouse concept design and business case	TBD — pending Council	GM/Board	On hold
Finance & Risk	Trophies & Balls cost review (benchmark)	Y1	Dir. Finance	New
Finance & Risk	Insurance schedule review (79% increase FY25)	Y1	Dir. Finance	New
Operational Excellence	Pro shop retail audit + range optimisation	Y1	Retail Golf Mgr	New
Operational Excellence	Pace of Play policy implementation	Y1	Dir. Golf/GM	New
Operational Excellence	Environmental Management Plan	Y2	Course Supt	Planned

15. Risk Register

Risk	Likelihood	Impact	Mitigation
Clubhouse further deteriorates; deters events/members while the project remains a parallel, monitored priority pending Hume City Council action	High	High	Continue routine maintenance to keep the structure in acceptable condition. Build near-term events capability and revenue through the Pop-Up Events methodology. The Board has knowingly accepted a longer timeline to clubhouse renewal given the dependency on Council initiating the Masterplan process; monitor Council progress at least twice yearly and reactivate as a strategic priority once it commences.
Driving range delayed or over budget — Owner's Consent now depends on a Hume City Council feasibility study; final costs subject to tender	Medium	High	Maintain close contact with Council on the feasibility study's scope and timing. Scope and $1.3m funding approved (September 2026): $500k reserves, $150k State Government and $650k borrowings, including a $50k contingency. Finalise costs through tender before contracts are signed; GM monthly project report to the Board; Director of Finance monthly cash flow monitoring through construction; review performance against the $151,793 net benefit at 6 and 12 months post-opening.
Operating cash profit falls below budget during FY27–FY28 construction, narrowing the margin above the $300k minimum reserve (~$33k modelled in FY28)	Medium	High	Monthly variance reporting against the FY27 budget. Detailed monthly cash flow model before each capital commitment. Re-time irrigation Loom 1 or adjust the borrowing drawdown if trading falls short. Review fee settings as part of the FY28 budget.
Employee cost growth outpaces revenue growth (employee costs $1.31M budgeted FY27)	High	High	Monitor monthly against budget. Ensure new roles are revenue-generative. Review award obligations proactively.
Loss of experience in a key management role	Medium	High	Document critical processes. Regular remuneration benchmarking. Continuity arrangements for all four key roles (Section 12.2).
Insurance cost escalation (79% increase FY25)	High	Medium	Immediate insurance schedule review. Tender to market. Confirm adequacy of coverage especially for events.
City of Hume planning constraints delay capital projects	Medium	High	Monitor the Masterplan process and maintain regular contact with Council; resume proactive engagement once Council initiates it. Legal review of lease terms for capital works.
Member dissatisfaction with Saturday tee time access	Medium	Medium	Communicate the rationale for the MiClub-managed allocation. Monitor exit interview data and MiClub booking trends. Evaluate

Risk	Likelihood	Impact	Mitigation
			further Friday/twilight competition formats.
Recycled water cost resumption from FY28 (~$70k+ p.a.) coincides with the pause on the couch grass transition, previously the plan's primary water-use mitigation	High	Medium	FY28 budget to assume the full water cost applies unless and until the Board approves a turf strategy change following the FY27 course design and conditioning review (Section 7.3). Water-use efficiency is included as a factor in the review's turf recommendation.
Course design and conditioning review (Section 7.3) recommends a different turf or design strategy than previously assumed, with cost or timing implications for the FY28+ capital plan	Medium	Medium	Review scoped and budgeted ($50,000) to report in FY27, ahead of the irrigation upgrade's detailed design and any future turf capital commitment. Recommendations to be presented to the Board as a separate business case per the Financial Discipline Principle (Section 6.6) before any additional capital is committed.
Course improvement program cost (design review + irrigation, ~$400k over FY27–30) alongside driving range capital	High	High	Integrated multi-year capital plan sequences filtration and the design and conditioning review (FY27, alongside driving range construction), with the irrigation upgrade following over FY28–30. Funded through Club reserves and operating cashflow, including the driving range's net operating benefit. Any future turf transition arising from the design review will be costed and brought to the Board as a separate business case before commitment. Explore Hume Council cost-sharing for irrigation upgrade. The irrigation quote excludes installation labour — obtain a labour quote before Loom 1 is committed.
Cart path extension cost exceeds the indicative estimate, or benefits fall short (no route design or quotation yet)	Medium	Medium	Treat ~$1.2m–$1.9m as a planning range only. Capture cart-ban day data from FY27. Commission route design and contractor quotes in FY29 and present as a separate business case. Fund from reserves, not borrowings; build in two stages by nine holes; proceed only after the irrigation upgrade is complete and driving range performance is confirmed. Obtain Hume City Council owner's consent.
Long service leave liability for long-tenure staff becomes a cash flow event	Low	Medium	Maintain adequate provisions (employee entitlements $198k at June 2026). Contingency plan for key role transitions.
Finance, Audit and Risk Committee — ensure ongoing effectiveness and Charter compliance as membership or circumstances change	Low	Low	Committee is formally constituted (Cunningham, Watkins as Chair). Maintain regular meeting cadence. Ensure annual Charter review is conducted. Brief any new directors on Committee responsibilities per the Charter.

Risk	Likelihood	Impact	Mitigation
WHS incident	Low	High	Annual WHS audit. Ongoing training. Zero-tolerance culture per Club Values.

16. Immediate Next Steps (Year 1 Priority Actions)

The following actions are recommended for completion in Year 1 of the plan period. Each is linked to a named owner and should form the core of the Annual Business Plan:

1. Finance, Audit and Risk Committee: The Committee is formally constituted and meets regularly as required. Members are: Michael Cunningham (Director) and Garry Watkins (Director of Finance, Committee Chair). The Committee should ensure its annual meeting calendar is aligned to the audit and budget cycle, and that new directors receive the induction materials specified in the Committee Charter.
2. Hume City Council Masterplan (Monitoring): The clubhouse is now a parallel project rather than an active strategic priority. GM and Chairperson to maintain contact with Council at least twice yearly on progress toward initiating the Masterplan process ($100k committed) — the critical pathway to the clubhouse rebuild — and report to the Board at least annually. Reactivate as a strategic priority once Council commences the process.
3. Driving Range — Hume City Council Feasibility Study and Owner's Consent: The engineering and Geotech reports are complete. Hume City Council will complete a feasibility study of the driving range before considering Owner's Consent — now the critical path item. GM to maintain close contact with Council on the study's scope and timing. (IN PROGRESS — WITH COUNCIL)
4. Driving Range — Tender Process: GM to prepare tender documentation now and coordinate with the Board on contractor selection, so the project can go to tender promptly once Council's feasibility study is complete. Contracts are not to be signed before Owner's Consent is granted.
5. Insurance Review: Director of Finance to commission an insurance schedule review and market tender given the 79% cost increase in FY25.
6. Trophies & Balls Cost Review: Director of Finance and GM to benchmark the Trophies & Balls line ($196k in FY26; $214k budgeted for FY27) against comparable clubs and present a policy recommendation to the Board.
7. Irrigation Filtration Unit: Approve and action the immediate replacement of the filtration unit — Filtaworx FW200 quoted by Greenwater Australia at $26,886 inc GST. This is required regardless of the broader IC upgrade timeline. Course Superintendent to coordinate with GM.
8. Course Design & Conditioning Review, and Irrigation Capital Plan: Engage an independent course designer (supported by a turf agronomist) in FY27, budgeted at $50,000, to assess design enhancements and fairway turf strategy against the Top 100 criteria — addressing member concerns about the previously proposed couch grass conversion — before any decision is made on grass type. In parallel, develop the multi-year capital plan for the irrigation upgrade (Rainbird IC, ~$322k excluding installation labour, following the ~$27k filtration unit in FY27), delivered over FY28–FY30 (after driving range construction in FY27), funded through Club reserves and operating cashflow. Present both to the Board for approval. GM, Course Superintendent and Director of Finance to lead. Explore Hume City Council cost-sharing for the irrigation upgrade given their historical responsibility for the original installation.
9. Pro Shop Retail Audit: Retail Golf Manager to conduct a retail audit with a wholesale supplier representative and present recommendations to GM within 60 days.
10. Pace of Play Policy: Director of Golf and GM to develop and implement a formal Pace of Play Policy, especially given the record 65,000+ rounds.

11. Sponsorship Prospectus: GM to develop a formal tiered sponsorship prospectus to stabilise and grow the advertising/sponsorship income line and capitalise on the driving range naming rights opportunity.
12. Continuity Planning — Four Key Roles: Board to ensure documented continuity arrangements are in place for the General Manager, Hospitality Manager, Course Superintendent and Retail Golf Manager roles, each including documented operating procedures, a development pathway or interim arrangement, and Board sign-off. Complete within 6 months. (People & Culture)
13. Cart Path Extension — Groundwork: From FY27, the GM and Course Superintendent to record every day carts are banned from the course (date, duration, bookings and cancellations affected, and cart hire lost), and to include cart path routing in the brief for the Section 7.3 course design and conditioning review. This low-cost groundwork will support a properly evidenced business case — route design and contractor quotes in FY29 — for the medium/long-term cart path extension project (Section 7.5).
14. Annual Business Plan: GM to develop the complete Year 1 ABP using the strategic planning framework set out earlier in this plan, incorporating the above actions, for Board approval at the next Board meeting.

Appendix A – Financial Data Sources

All financial data in this plan is drawn from the following documents (audited unless otherwise stated):

- Annual Report 2022–2023 (including audited financial statements for year ended 30 June 2023)
- Annual Report 2023–2024 (including audited financial statements for year ended 30 June 2024)
- Annual Report 2024–2025 (including audited financial statements for year ended 30 June 2025)
- Budget 2025–2026 (Board-approved operating budget with actuals through April 2026)
- Budget 2026–2027 (Board-approved FY27 Budget incorporating 10 months FY26 actuals)
- GGC FY26 Financial Statements (unaudited), for the year ended 30 June 2026 — Trading, Profit and Loss Statement, Balance Sheet, and Notes to the Financial Statements — used as the basis for the FY26 actual figures throughout this plan (August 2026 update)
- Updated driving range financial model (construction costs, revenue and expenditure projections, funding options, and amortisation schedule), May 2026 — used as the basis for the revised driving range financial projections and funding structure (August 2026 update)
- GM email correspondence re: Driving Range funding and scope update (11–14 September 2026, including updated costing and ANZ loan amortisation detail) and Finance, Audit and Risk Committee minutes (10 September 2026) — used as the basis for the revised driving range cost, funding structure and scope (September 2026 update)

The audited financial statements are Tier 2 general purpose financial statements prepared in accordance with Australian Accounting Standards (Reduced Disclosure Requirements) and the Corporations Act 2001. Audited by Elliott Assurance Pty Ltd (Phillip Elliott), 620 St Kilda Road, Melbourne.

Appendix B – Key External Contacts & Partners

Organisation	Relevance	Contact/Notes
Golf Victoria	Grants, rankings, participation, turf trials, Women in Golf	golfvic.org.au
Golf Australia	National strategy, women's/junior programs, R&A Charter, handicapping	golf.org.au
AGCSA	Agronomist accreditation, turf research, Brad Morcomb's professional network	agcsa.com.au
Golf Course Architect / Turf Agronomist	Independent course design and conditioning review — Top 100 criteria assessment and fairway turf strategy ($50,000, FY27, Section 7.3)	To be appointed — source via AGCSA / PGA of Australia networks or similar
Sport Australia	Community Sport	clearinghouse.gov.au

Organisation	Relevance	Contact/Notes
	Infrastructure Grant Program	
City of Hume	Landowner, planning authority, Masterplan funder ($100k); conducting a feasibility study of the driving range before considering Owner's Consent. Note: an earlier $650,000 Hume Council driving range commitment was withdrawn — unrelated to the Club's current $650,000 ANZ borrowing facility for the driving range.	hume.vic.gov.au
Josh Bull MP	State Member for Sunbury; confirmed $150k State Government driving range contribution (early FY27)	Via electorate office
PGA of Australia	Tony Page's professional development, coaching accreditation	pga.org.au
Launch Monitor / Range Technology Vendors	Toptracer is the preferred provider; formal vendor selection to be completed in parallel with the construction tender.	Various — to be assessed
Elliott Assurance Pty Ltd	Club auditors — Phillip Elliott	See Annual Report
AICD	Board governance training — the former Chairperson and the GM both completed in 2025	aicd.com.au
Villawood Properties & Sunbury Ford	Major sponsors — maintain strong relationship	See Annual Report

— End of Document —

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