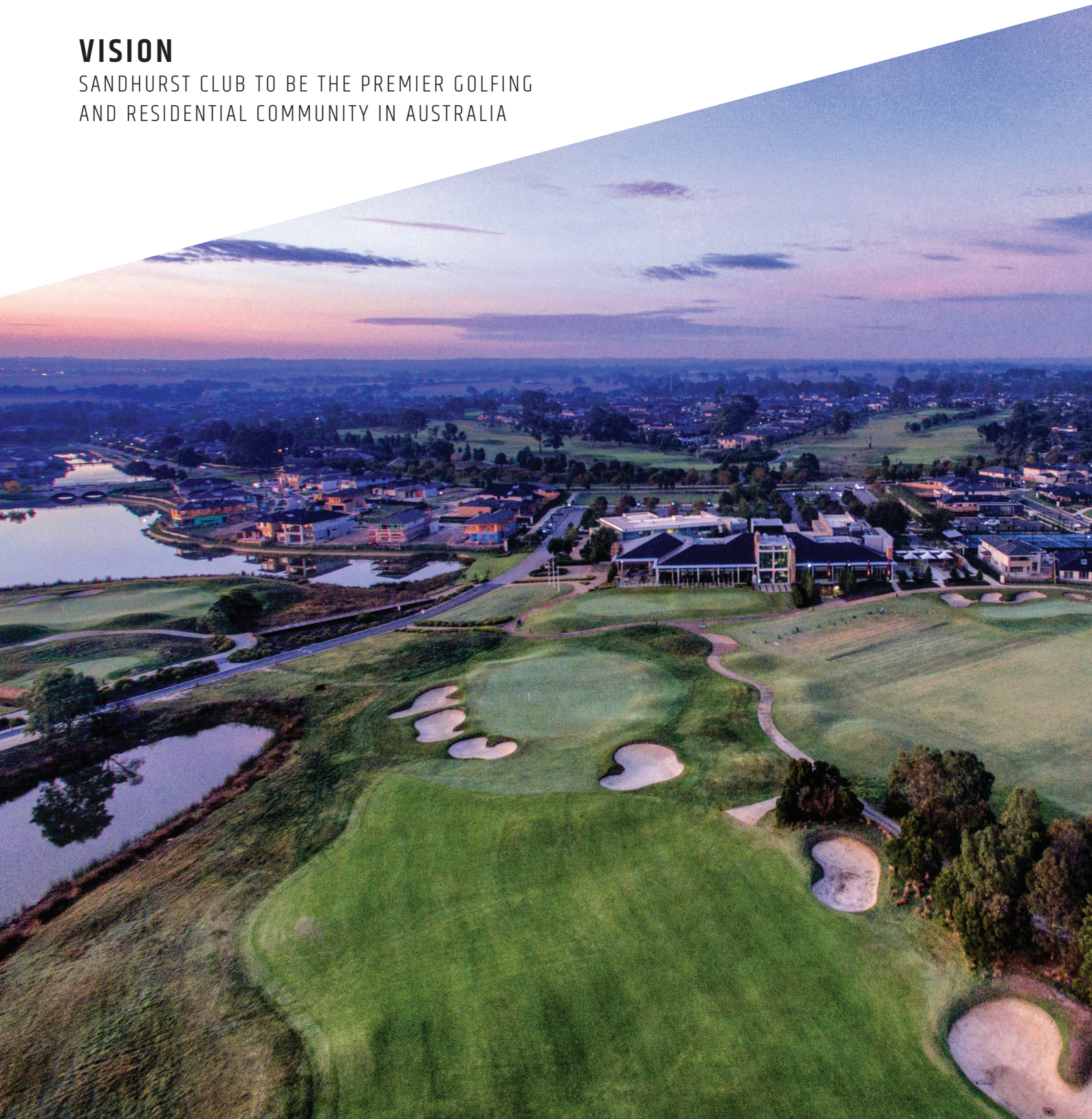




STRATEGIC PLAN VISION 2028

VISION

SANDHURST CLUB TO BE THE PREMIER GOLFING
AND RESIDENTIAL COMMUNITY IN AUSTRALIA



TO ACHIEVE THE CLUB'S VISION, SIX KEY STRATEGIC PILLARS HAVE BEEN IDENTIFIED AND THE PURSUIT OF THESE ARE CRITICAL FOR THE CLUB'S FUTURE





CULTURE

WE WILL FOSTER A VALUES DRIVEN 'ALL OF CLUB' CULTURE.

2028 OBJECTIVES

- Club culture to create a welcoming and safe environment for all staff, members & visitors
- Embrace inclusivity to ensure appropriate representation at all levels of the Club, including exceeding inclusivity targets
- Best practice governance structure established, which is focused, effective and supportive to deliver on behalf of the membership
- Become an industry employer of choice

FY24 INITIATIVES

- Governance workshop conducted for existing Board, Committee and Management, clarifying roles, responsibilities and 'rules of engagement' (Q1)
- Staff roles and responsibilities reviewed and agreed upon across all positions and departments (Q1)
- HR support structure agreed upon and implemented (Q3)
- Implement employee performance review framework for all employees (Q3)
- Implement employee learning and development framework for all employees (Q3)

TARGETS

- Staff satisfaction - 70%
- Governance leadership satisfaction- 50% of staff agree
- Social community connection measure - 65%
- Over 250 registered votes in 2023 Director election

SUPPORTING STRATEGIES

- People and Culture Plan

CUSTOMER EXPERIENCE

WE WILL PROVIDE AN ENVIRONMENT THAT IS INCLUSIVE, WELCOMING, AND SAFE; WITH CONSISTENT QUALITY EXPERIENCES DELIVERED THROUGH EVERY PART OF THE CLUB.

2028 OBJECTIVES

- Measurable customer excellence achieved through people, processes and leveraging digital transformation
- Industry recognised service standards embedded, reviewed, and measured, through all areas of the Club
- Member recognition of the strength of the SHC value proposition (all membership categories)

FY24 INITIATIVES

- Communications Plan/ framework developed and implemented (Q1)
- Major service review schedule agreed for all membership services, with reviews to include community consultation to ensure alignment with membership and future market needs (Q1)
- Establishment of a digital transformation roadmap incorporating a website review (Q2)
- Customer journey mapping projects completed for membership, hospitality and golf operations (Q3)
- Ensure each department has documented service standards, related training, and measurement/ review, with hospitality, functions and golf operations service standards agreed upon, documented, and used for training and induction, via 59club (Q4)

TARGETS

- Achieve above industry average of 59club venues
- Overall communications satisfaction - 70%
- Overall Membership Value perception - 66%

SUPPORTING STRATEGIES

- Communications Plan
- Service Review Plan



SUSTAINABILITY

WE WILL DELIVER LONG TERM SUSTAINABILITY.

2028 OBJECTIVES

- Annual profits to consistently deliver member focused operations and sustain reserves to meet future requirements
- Realise new profit streams to allow for strategic long-term investment
- Club strategy established which confirms market positioning, to inform sustainable operations
- Establish a risk management framework and deeply embed a culture of risk management within Club
- Industry leading environmental sustainability achieved

FY24 INITIATIVES

- Risk management framework roadmap agreed upon, with phase one delivered to meet legislative requirements (Q1)
- Establishment of Clubhouse Precinct Asset Management Plan for existing assets (Q3)
- Identify new profit opportunities and confirm priorities for related commercial feasibility studies (Q4)

TARGETS

- Budget achieved for the 2024FY including:
 - Net operating cashflow positive
 - Target surpluses of \$100,000 per Asset Management Reserve (Estate and Golf)
 - Net Profit contribution delivered
- Satisfaction with workplace safety - 70%

SUPPORTING STRATEGIES

- Annual Budget
- Financial Framework



GOLF & SPORT

WE WILL PROVIDE AN EXCEPTIONAL GOLF & SPORT EXPERIENCE FOR ALL.

2028 OBJECTIVES

- Optimal public/private access balance achieved to maximise revenue and protect the golf and sport experience
- Membership at capacity, with a waiting list established
- Teaching and Education Centre established that services membership and the broader community
- Industry-leading diverse and inclusive player pathways established
- Increasing course playability reputation

FY24 INITIATIVES

- Deliver temporary expansion of members bar to ensure capacity can be comfortably accommodated (Q2)
- Golf membership model review, with a working group facilitated by an external provider (Q2)
- Driving range and alternate formats of golf business case complete (Q2)
- Course maintenance review, including benchmarking and external assessment of performance (course condition) (Q2)
- New partnership agreement secured with PGA of Australia (Q2)
- Course maintenance operational review, including consideration of internalisation and alternate providers (Q3)
- Health Club review completed (Q3)

TARGETS

- Membership budget target hit - 1,766
- Increase 7-day member equivalent from FY23 April figure of 1,238
- Average course condition satisfaction (77% North, 70% Champions)
- Increase Golf Facebook Group followers - 550
- Increase % of golf members spending over House Levy Fee per annum, compared with FY23

SUPPORTING STRATEGIES

- Course Improvement Plan
- Engagement and Experience Plan



RESIDENTS

WE WILL FOSTER COMMUNITY PRIDE TO DRIVE LIFESTYLE DESIRABILITY.

2028 OBJECTIVES

- Deliver additional measurable benefits that increase the value of resident membership
- Establishment of SHC as a community hub for sport, recreation, and leisure for all members
- Refreshed parks and open spaces that exceed Council standards
- Reputation for member engagement events and initiatives, through hosting major community events

FY24 INITIATIVES

- Security service review completed (Q1)
- Source alternate method/provider of arborist services, with savings allowing for progression of tree removal works beyond FY24 requirements (Q1)
- Group buying for resident members investigated (Q2)
- Investigate the feasibility of best practice solar power and battery for community segments (Q3)
- Complete road asset transfer to Frankton City Council (Q3)

TARGETS

- Increase resident Facebook Group followers - 1350
- Resident value perception 60% resident only and 67% golf and resident member
- Increase % of resident members spending over \$240 per annum, compared with FY23
- Sandhurst Club Estate residential property value increases no less than the Melbourne metropolitan average

SUPPORTING STRATEGIES

- Estate Improvement Plan
- Engagement and Experience Plan

CLUBHOUSE PRECINCT & HOSPITALITY

THE CLUBHOUSE PRECINCT WILL BE KNOWN BY THE WIDER COMMUNITY AS A DESTINATION HUB FOR ENTERTAINMENT, SPORT, AND LEISURE.

2028 OBJECTIVES

- The SHC brand is widely known for its diversity of entertainment, sport, and hospitality offerings
- Profitable hospitality operations
- Reputation as a special events destination established
- Optimise the use of hospitality offerings for members and broader market needs

FY24 INITIATIVES

- Marketing plan developed and delivered, with a heightened focus on non-members (Q1)
- Assessment of hospitality financial model and member amenity balance, with a view to inform profitable service provision in the future (Q2)
- Leverage technology to capture non-member spend/visitation in hospitality to inform market focus (Q2)
- Clubhouse precinct (including health club) master plan timelines and methodology agreed (Q2)
- One additional major community engagement event festival event delivered (Q3)
- Establish an external hospitality review with recommendations implemented (by Q4)
- 20th Birthday celebration event delivered (Q4)

TARGETS

- Hospitality revenue budget targets met
- Function revenue budget targets met
- Increase social media engagement rate, across Hospitality assets above 2%
- Increase non-member spend by 10% YOY
- 100% of new staff formally inducted before commencement of their first shift
- Hospitality satisfaction 70% Hillview, 70% Members Bar, 65% Heydays

SUPPORTING STRATEGIES

- Marketing Plan
- Clubhouse Precinct Master Plan



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